PRINTERS'

A JOURNAL FOR ADVERTISERS 185 Madison Avenue, New York City

Vol. CXXXVIII. No. 10

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NEW YORK, MARCH 10, 1927

We went through a factory eleven thousand miles long

WE WERE making an intensive study of one of the greatest railroad systems in the world. In the office of the chief executive . . . in construction and repair shops . . . booths of train dispatchers . . . freight yards and passenger terminals . . . cabs of Mallet engines and giant electric locomotives . . . way stations and round-houses . . . we studied the functions of an army of 60,000.

We talked to the people who live in the vast empire this railroad serves. With business asso-

ciations, industrial groups, educators, government officials, farmers, cattlemen, fishermen, lumbermen . . . from the middle reaches of the Mississippi to Puget Sound . . . one of the richest, most beautiful and most vital regions in the world.

And now we are presenting to the Nation a new understanding of this tremendous young giant whose lifegiving blood flows through the great artery that is the Chicago, Milwaukee & St. Paul Railway.



ADVERTISING HEADOUARTERS, PHILADELPHIA NEW YORK CHICAGO'

BOSTON

SAN FRANCISCO



YOUR DEALERS

like this focused selling service-

YOU know from experience that you can talk for hours to a dealer about "national" coverage—but that it doesn't mean anything until you interpret in terms of his own trad-

ing territory.

You don't have to interpret with the Standard Unit papers! Your dealers know them—for every one is edited in—and for—one of the profitable farm markets. Every one is geared to work locally with your dealers—yet together these 15 papers reach 2,125,000 buying farmers in the 30 States that have 80% of your distribution and 88.7% of all farm income. No "national" medium reaches so many—not one costs you so little for results!

There is a Standard Unit advertising and merchandising service to match your sales problem—we will welcome an opportunity to explain.



With these Standard Farm Papers you get focused local prestige and selling power plus national effort where it

counts most

The Wisconsin Agriculturist
The American Agriculturist
The Breeder's Gazette
The Progressive Farmer
The Prairie Farmer
The Pacific Rural Press
Ohio Farmer
Wallaces' Farmer
Hoard's Dairyman
The Nebraska Farmer
Kansas Farmer
The Farmer, St. Paul
Michigan Farmer

Pennsylvania Farmer Missouri Ruralist

One order-one plate-one bill.

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STANDARD FARM UNIT

WALLACE C. RICHARDSON, Gen'l Manager

Chicago
Courtney D. Freeman, Western Mgr.
307 North Michigan Ave.

New York
Willard B. Downing, Eastern Mgr.
250 Park Ave.

San Francisco, Kohl Bldg.

PRINTERS' INK

Issued weekly. Subscription \$3.00 per year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

Vol. CXXXVIII New York, March 10, 1927 No. 10

A Banker's Views on Selling Methods That Kill Sales

Have You Ever Tried to Find Out What Your Salesmen Say and Do When They Visit Prospects?

> As Related to James True By John Poole

President, The Federal-American National Bank, Washington, D. C.

UNTIL I had discussed the subject with a number of our customers and friends, I thought that perhaps my experiences with salesmen who kill sales were exceptional. But during the last few months I have found that a good many men have had experiences that approximate my own.

Now, I do not want to appear to be a mere fault-finder. What I should like to do is to offer a little

constructive criticism.

There is no doubt in my mind that our national scheme of selling is due for somewhat of a general overhauling. One of its greatest weaknesses lies in the various methods used by certain salesmen and their houses to gain personal contact with prospects, and the facts which I am about to relate will, I believe, prove that many of these methods can be vastly improved.

I am convinced that the sales managers of many reputable concerns do not know what their salesmen are doing to gain contacts. Others, of course, do not care, so long as the men send in a sufficient number of orders. Comparatively few, apparently, realize the importance of making contacts fairly and honestly. Money and energy are expended almost without limit to formulate merchandising plans; salesmen are highly trained in most of the selling processes; but the evidence shows that

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they are left to their own devices, when it comes to getting into the private office of the prospect and that frequently the plans they employ are highly questionable.

However, one of the most seriously defective practices originates with the home office. I refer to the flagrant and rather general disregard for the expressed preference of the prospect. This results from a highly exaggerated estimate of the importance of the salesman's interview, and the determination to place the salesman in contact with every prospect, regardless of what the prospect may think of it. Let me relate an experience that will illustrate what I mean, and which is typical of many others:

Late last fall, I read an advertisement of a proposition that I thought the bank might adopt to advantage. I referred the advertisement to my secretary and requested her to write for information and prices. She wrote the advertiser over her own signature and explained that I was very busy and did not wish to interview

a salesman.

In reply, the advertiser addressed a letter to me and sent me several pieces of direct advertising, including an illustrated book which, the letter explained, told the whole story. All of this material I placed in my desk for future reference, after looking it over,

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and whenever I had a little time I studied the proposition, expecting to make a decision about the first

of the year.

About two weeks after the advertising material arrived, I had a call from a representative of the Although he got into company. my office by methods which I do not consider entirely honest. I courteously explained to him that I had not gone into the matter sufficiently to warrant a decision, that I was exceedingly busy, and that I would not be able to discuss the subject with him. He then insisted that I see him later in the day, or the next day, and when I refused he demanded the immediate return of the advertising material his company had sent me.

He did not get the material. told him that I did not believe his company had instructed him to ask for a return of the material, and he left my office. The incident was exceedingly annoying, and the house was just as responsible for it as the salesman. The home office deliberately disregarded a simple request which I had every right to make, and I feel sure that the action of the office and the attitude of the salesman will prevent the placing of an order with

them by my organization. Experiences of the kind, I have learned, are not infrequent. could tell of at least a score, and they all tended to kill business. In one case, an official of one of the Government departments decided to take out an additional insurance He wrote one of the standard companies in New York for information as to a certain policy, explaining that he was very busy on a special report which had to be completed within a certain time, and that he could not give any time to a salesman under any circumstances. He received no reply to his letter, but later he did receive calls from five salesmen who succeeded in getting into his office.

It is obvious that the man in the home authority 203 thought that by bringing about a competitive conflict over the prospect he could secure the business more quickly. That his effort

might be considered as an insult by the prospect, evidently did not occur to him. But that is just how the prospect considered it. He not only refused to take out a policy in the company, but he is not investing in any more life insurance. His experience is a perfect example of how a disregard of the prospect's expressed desires

may kill business.

Similar reactions occur from the practice in practically all lines of business, I am sure. They prove the great need of a general rule of selling to prevent calls by salesmen on prospects who have indicated that they are not ready to see salesmen, and I believe that the establishment of such a rule would be a healthy innovation for business in general. Furthermore, it would tend to increase the effectiveness of advertising. My requests have been disregarded so many times that I now hesitate to answer advertisements, and I have heard a number of men express the same hesitancy.

One of the serious problems of most business executives is to give the time they want to the people who come to see them. It is not so serious with me as it is with men in some other lines of business; but if I saw everyone who called on me I would not begin to have time enough left to get through the day's work. It is obvious that some callers must be turned away, although I would like to see them if it were possible to

do so.

THE PERSONAL MATTER PLEA

This creates something of a problem for the salesman who is instructed to see every prospect at any cost, and a considerable number of them attempt to crash the gate. Hardly a day ever goes by that one salesman or more does not request my secretary to give me a personal card with the request that I see the caller for a few minutes. When told that I am very busy and asked if some other official of the bank cannot attend to the matter, he invariably replies that he must see me. Then when my secretary asks him what his business is, he replies that he

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QUESTIONNAIRES, conducted by magazines, generally prove that the subscribers are human; that they own motor cars, clean most of their teeth and live in houses.

In the Christian Herald questionnaire the outstanding information of interest to advertisers is the use of branded merchandise; multiplicity of brands and the preponderance of well-known trademarks.

Christian Herald

Bible House, New York

GRAHAM PATTERSON, Publisher
PAUL MAYNARD, Advertising Manager

is anxious to see me on a "personal matter."

This dodge usually works, so far as a brief interview is concerned. It has got a good many salesmen into my private office, but not one of them has ever secured an order from me. I haven't the slightest respect for any man who will tell such a lie to get an interview, and I wouldn't have any confidence in his house if I had reason to believe that his method was approved.

Another stunt that is just as obnoxious is the statement by the salesman that he has received a letter from me which he wishes to answer in person. This, to my secretary, may mean something of importance. Once in a while, such a caller tells the truth and calls on a matter of importance to the bank. But in the majority of instances the letter is an inquiry I have sent for information, and in numerous instances the letter has stated definitely that I did not want to see a salesman.

If we employed salesmen, one of our laws of selling would be that a salesman could not go over the head of a buyer. I cannot conceive of any circumstance that would justify this practice, and yet it frequently happens to the detriment of good business. In our organization we have several men who have been appointed to do our buying. If they didn't have my absolute confidence they would not occupy their positions, and they have full authority to buy the supplies for their various departments. These facts, I think, should be accepted by all concerns who attempt to do business with us; but frequently when salesmen fail to sell our buyers they insist upon seeing me. Needless to say, this practice never has resulted in the gaining of a single dollar's worth of business, and it has lost many an order in this organization.

Then there are the salesmen, and their number is not small, who are so persistent that they annihilate any future chance of doing business with us. When they do succeed in seeing a buyer they consume a great deal of time before they comprehend the meaning

of "No." They assume that we know little or nothing about our business, and they have no respect for our buying judgment and appraisal of values. I think it would astonish a great many sales managers if they could spend a day in our offices and listen to the verbal selling efforts that do nothing but kill sales. We expect every salesman to think highly of his proposition and to be enthusiastic in its presentation; but we do not want him to consume our time by telling us a great many things that we learned years ago.

For a long time I thought that the appalling lack of knowledge of banking, which many salesmen who try to sell us display, was due to the peculiarities of the banking business. But the other day I learned that the merchandise manager of one of the largest department stores of Washington had said recently that about seven out of ten salesmen who called on him show a corresponding lack of knowledge of his business. Therefore, this seems to be a rather general fault of our present-day selling, and it is unmistakably a business loser.

Ever since this bank was organized it has been a consistent advertiser, and I have attended to the advertising because the subject is particularly interesting to me. I've made a careful study of the application of advertising to banking, and for years I tried to see every advertising man who called. Like all other advertisers who are successful, we have a definite advertising policy. This policy is simple, and I believe that any man could get a fair idea of it by reading a half dozen of our advertisements. Regardless of this, however, I have listened to many propositions that were as foreign to our advertising policy as Paris is to Peoria. And needless to say, these salesmen are destructive to business because they consume time which might be devoted to constructive effort.

It is much the same in other departments of the bank. It is not uncommon for a salesman to urge us to change our forms be-

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Ranny twirls a mean compass

Parallelepipedons hold no terrors for Ranny Milburn. He can project a line with a T-square as well as with his best girl. He draws in circles and angles, but thinks straight! Ranny is the average of 500,000 readers of THE AMERICAN BOY, 80% of whom are of high school age.

These fellows—near-men all—average 15½ to 16 years of age, 5 feet 4 inches tall and 115 pounds on the scales. When they're not "cracking the books" in high school they're stepping out in athletics, on the dance floor; doing everything that you do. They know the latest wrinkles in dinner coats and dungarees and the best "buys" too. In fact, these near-men need and buy everything you sell to men—be it flashlights, breakfast foods, fancy socks or what not.

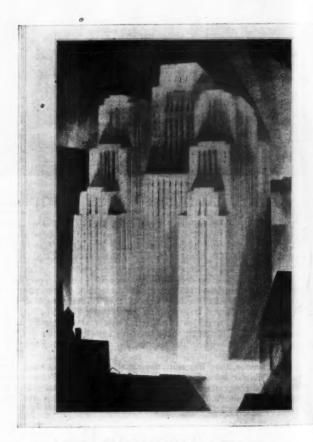
What's more, they buy with the capacity and intelligence of men, because they're man-size in everything but years. Enlist them on your side through the advertising columns of THE AMERICAN BOY, the publication that owns their confidence and loyalty. Copy received by April 10th will appear in June.

The American Boy

Detroit

Michigan

An Acre in the



THE GRAYBAR BUILDING
420 LEXINGTON AVENUE

e of Space be Heart of New York

ON April 23rd the New York offices of J. Walter Thompson Company will be moved to the Graybar Building.

The Graybar Building adjoins Grand Central Terminal, and will be the world's largest office building above ground.*

It is estimated that the structure will house about 12,500 persons daily during business hours. In addition 60,000 visitors will pass in and out of the building's 4825 doors and use its 35 elevators.

The location is one of exceptional accessibility. Without going out of doors it will be possible to reach three subways, as well as both levels of Grand Central Terminal.

The new Thompson offices will occupy the entire eleventh floor. This space equals five floors in the building now occupied.

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON
CINCINNATI SAN FRANCISCO LONDON

^{*} Due to its location over the railroad tracks the Graybar Building has no sub cellars. The Equitable Building is larger counting below street floors.

Some Fallacies of Hand-to-Mouth Buying

The Manufacturer Can't Be Expected to Pay Someone to Assume a Burden and Then Carry It Himself

By E. E. Shumaker

President, Victor Talking Machine Company

H AND-TO-MOUTH buying, like any other kind of buying, is satisfactory to everybody when business is good, and in industries where consumption remains pretty well on an even keel. But this is a condition which does not often exist.

So we give it as our opinion that hand-to-mouth buying is, in general, a good policy for neither the dealer nor the manufacturer.

But at that, with all its faults and dangers, it is a better system than indiscriminate or unintelligent buying. For that leads to overstocking, causing the very condition which could be overcome by intelligent buying for stock; that is, buying for stock during the manufacturer's slack periods for the purpose of helping the producer level his peaks.

In our industry, fall and winter are our biggest seasons and our factory capacity is hardly ever adequate during this period to take care of the demand. During the late spring and summer, the condition is reversed.

Therefore, if our dealers followed the hand-to-mouth buying policy, we would probably be obliged to curtail operations during the summer and then not be nearly able to supply the demand during the fall and winter. On the other hand, if the dealer bought intelligently for stock during the summer, he would not only help us to straighten our productive curve and thus maintain our organization, but he would be better able to supply his demand during the fall and winter.

It might be argued that the manufacturer could perform the function and carry the burden of producing stock during his slack periods in anticipation of the peak demands. But where the manu-

facturer's ratio of business in relation to volume of business done is relatively small, he cannot and should not be expected to do so.

If it should become necessary, generally speaking, to do this, it is quite conceivable that many manufacturers would find their profits vanishing. In other words, if the manufacturer must function as a warehouse from which the trade may draw merchandise at will, the trade will have to operate on a smaller margin of profit or the selling price of the merchandise must be advanced.

As we see it, hand-to-mouth buying could only be carried on satisfactorily if the wholesaler and retailer were willing to operate on a smaller margin of profit. If jobbers and dealers decide not to carry any stocks, they must have somewhere an inexhaustible supply to draw on if they are to supply the demands upon them at all times. Who can expect a manufacturer to pay someone to assume a burden, and then carry it himself?

When a nationally advertised product is distributed through wholesaler and dealer organizations which are allowed a substantial margin to carry on their business, it is expected, and it is necessary that they do carry a substantial stock so that the entire burden will not be placed upon the manufacturer.

It is much more difficult for a manufacturer located in one part of the country to estimate accurately what the national consumption of his product might be five or six months hence than it is for thousands of dealers to estimate their own individual or future requirements.

Deprived of this assistance, the result will probably be a tremen-

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With the exception of The Chicago Tribune THE DES MOINES SUNDAY REGISTER showed the largest increase in national rotogravure lineage in 1926 of any Sunday newspaper in America commanding a rate in excess of 50 cents a line.

dous over-production or a tremendous shortage. Even with the combined merchandising brains of the manufacturer, wholesaler and retailer being brought to bear on the problem of what production for the future should be, serious mistakes are made.

It is, therefore, quite clear to us that for the dealer's own good he should never be put in the position of not being obliged to plan for himself, or relieved of all responsibility other than simply making sales.

S. E. Thomason Plans Chain of Newspapers

S. E. Thomason has completed negotiations for the purchase of the Tampa, Fla., Tribune, the first of several newspapers which he expects to acquire. He resigned recently, as reported in PRINTERS INK, as general manager of the Chicago Tribune, the resignation taking effect March 10.

effect March 10.

Last week thirty of Mr. Thomason's husiness associates tendered him a dinner at the Hotel Sherman as an occasion for wishing him success in his new work and for presenting him with a memento of his fifteen years of business solutions with the Chicago Tribus.

occasion for wishing him success in his new work and for presenting him with a memento of his fifteen years of business relations with the Chicago Tribune.

Mr. Thomason was attorney for the Tribune for six years, becoming business manager of the paper in 1918 and general manager two years later. In 1923 he was elected vice-president of The Tribune Company. Mr. Thomason told Printens' Ink last week that he believed the greatest opportunities in newspaper publishing lie in acquiring and operating a chain of papers and that the Tampa Tribune was but first of several he expected to purchase.

Shaler Company Appoints George J. Kirkgasser Agency

The Shaler Company, Waupun. Wis., manufacturer of the Shaler 5-Minute vulcanizers and the Shaler line of vulcanizing shop equipment, has appointed George J. Kirkgasser & Company, Chicago advertising agency, to direct its advertising account. A larger campaign in national publications and business papers will be conducted on the Shaler 5-Minute vulcanizers. A separate campaign in trade publications will be used for the shop type equipment.

Rug Account for Frank Seaman Agency

The Priscilla Turner Hooked Rug advertising account has been placed with Frank Seaman, Incorporated, New York advertising agency. These rugs are manufactured at Turner Village, Me, and are sold by George Nichols & Company, New York. Business napers and direct mail will be use.

To Expand Japan Tea Campaign

A limited newspaper campaign on Japan tea which was started in the spring of last year by the Shizouka Ken Tea Association, through the Japan Tea Committee, has been so productive of results that in April of this year the campaign will become national in acope. The advertising has been extended to include the use of women's magazines. magazines of general character and farm papers.

papers.
S. Ishii, who is now in the United
States making arrangements for this
campaign, has his headquarters at Mitsui
& Company, Ltd., New York.

O. J. Elder Heads Macfadden Publications

O. J. Elder, vice-president of the Macfadden Publications, Inc., New York, has been elected president. He succeeds Bernare Macfadden, who wished to be relieved of the detailed duties devolving upon him as president. Guy L. Harrington and Miss Irene

Guy L. Harrington and Miss Irene Kennedy were re-elected treasurer and secretary, respectively. For the time being, the office of vice-president remains unfilled.

Albert E. Winger Elected President Alco-Gravure

Alco-Gravure, Inc., New York, has elected Albert E. Winger president to fill the vacancy caused by the death of the late Gustave H. Buek. Raymond P. Gilleaudeau was elected a vice-president.

A new plant has recently been put into operation at Los Angeles. This makes a total of seven plants now in operation.

"Koverflor" Account to Paul Cornell Agency

The Standard Varnish Works, manufacturer of Koverflor and other paint and varnish products, has appointed The Paul Cornell Company, Inc., New York advertising agency, to direct its advertising account upon the completion of its present spring national campaign.

Textile Account with Dorrance, Sullivan

The Hunter Manufacturing & Commission Company, New York, selling agent for the Southern Cotton Mills, has appointed Dorrance. Sullivan & Company, New York, to direct its advertising.

Trimo Wrench Account to Providence Agency

The Trimont Manufacturing Company, Roxbury, Mass., manufacturer of Trimo pipe wrenches, pipe cutters, etc., has appointed the Larchar-Horton Company, Providence, R. I., advertising agency, to direct its advertising account. MILWAUKEE - First City in Diversity of Industry!

What 600,000 Greater Milwaukee People Buy

THE 1927 Consumer Analysis of the Greater Milwaukee market, explaining in detail the buying habits of 600,000 Greater Milwaukee people, is now on the press.

This comprehence Shalves is compiled from questionnaires answered by 5,000 housewives, representing a true cross-section of all Greater Milwaukee families. 1927

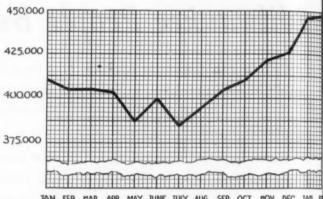
Volume I—"Grocery and Tobacco Products,"
Volume II—"Radio and Musical Instruments,"
Volume III—"Electrical Appliances, House-hold Equipment, Buying Habits and Apparel,"
—all offer valuable merchandising information to national advertisers.

Write for your copy of this valuable analysis on your business stationery.

THE MILWAUKEE JOURNAL

Another Great Year

-With the Assurance



CIRCULATION GROWTH OF THE CHICAGO DAILY NEW The year 1926 and first two months of 1927

Reflecting family selling influence in its highest development, in 1926 The Chicago Daily News led all six-day newspapers in the United States (those having no Sunday edition) in the volume of advertising published. Its increased circulation will augment in 1927 the results obtained by advertisers in The Chicago Daily News.

THE CHICAGO

FIRST IN

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Member of The 100,000

Advertising Representatives : NEW YORK J. B. Woodward 110 E. 42d St.

CHICAGO Woodward & Kelly 360 N. Michigan Ave.

Average Daily Net Paid Circul

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Kelly

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ear or Chicago Business and Lower Selling Costs

A continuance of remarkably good business in Chicago in 1927 is presaged by present conditions.

And selling costs can be reduced by a stricter requirement that advertising reach families as the unit of sales appeal.

Chicago building permits issued in January and February represent construction totaling \$56,851,000, or 17% more than for the same period last year.

The Chicago Automobile Show resulted in sales far in excess of any previous year.

Deposits in Chicago banks exceed those of a year ago, indicating higher purchasing power.

Still greater effectiveness in reaching the families of Chicago—in their homes in the evening—is assured by the increased circulation of The Chicago Daily News, in which advertisers in 1926 placed the largest volume of advertising ever carried by a Chicago daily newspaper.

This means lower selling costs for all advertisers in The Chicago Daily News in 1927.

DAILY NEWS

CHICAGO

0,000 Group of American Cities

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bidg.

on for February, 1927-447,762



l Oklahoma City Jobber*Increased His Sales 50% in January 1927

This Oklahoma City jobber handles a brand of coffee under his private label. On January 5, 1927, he began an advertising campaign in the Oklahoman and Times. A check-up on January 31 shows that during this month his sales increased 50% over the previous January.

Further evidence of the reader acceptance of products advertised in the Daily Oklahoman and Oklahoma City Times is shown by an increase of 31,668 lines of food advertising in January, 1927, over the corresponding month last year.

Combined Daily Circulation 144,000; Sunday 88,000

*Name furnished on request

The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Cover the Oklahoma City Market



E.KATZ SPECIAL ADVERTISING AGENCY New York Chicago Detroit Kansas City - Atlanta San Francisco

Why Do Advertising Men Change Jobs so Frequently?

Perhaps One Reason Is That They Do Not Pay Sufficient Attention to the Business as a Whole

By Homer J. Buckley

President, Buckley, Dement & Co.

FOR a number of years I have been connected in a semi-official way with the Off-the-Street Club. This splendid organization, which is maintained entirely through contributions made by Chicago advertising men, is well known for its work in lifting boys out of unfavorable environments and helping them develop into useful men.

Once a year, over the name of Charles H. Stoddart, we send out appeals to the Chicago advertising men for financial aid. For this purpose, we maintain a mailing list of some 4,000 names. These include agency men, newspaper advertising workers and advertising managers and assistants in a long list of mercantile houses including manufacturers, jobbers and retailors.

In administering the list we discovered an astonishing thing.

This is that 37 per cent of the advertising men change their connections every year!

Here is the greatest turnover of the kind that I know of, not excluding even barbers. A barber is supposed to be here today and gone tomorrow. Yet, statistical records show that they change their jobs to the extent of only 30 per cent a year.

I bring up these figures here not to make invidious comparisons or to try to be sarcastic. My entire purpose is to try to write something helpful to a splendid group of men and to call attention to what I believe to be a serious defect in our present method of doing business.

Advertising is the greatest single force in business today. Anybody who knows anything about making and selling merchandise will freely admit it. Advertising men, by the same token, are essential factors in the process because they

are the ones who administer the advertising and give it a chance to exert itself.

Yet it is a melancholy fact that advertising men do not, as a class, work up into the more important executive positions in a way that their inherent worth and capacity would lead one to expect.

Another somewhat baffling fact is that boards of directors and the heads of businesses seem to look upon advertising as something distinctly apart from the other merchandising activities. Too often they seem to look upon advertising as a more or less necessary evil. Advertising is not universally recognized as the great business force that it really is.

What is the reason for all this?
My opinion is that the blame for
the conditions I have named can
be placed squarely on the shoulders of the advertising men, themselves.

TOO MUCH PROFESSIONAL VIEWPOINT

They see advertising too much from the professional viewpoint. They devote relatively too much attention to copy, type, paper stock and the relation of color schemes. They do not think enough in the terms of the business which the advertising is designed to promote.

Looking upon advertising in this somewhat detached way, they do not work sufficiently into all angles of the business. Hence, the amazing turnover and the unsatisfactory attitude of business in general toward advertising.

Am I going too far in this? Let me quote from an address delivered recently before the Advertising Specialty Association by Charles Piez, chairman of the board of the Link Belt Company, of Chicago: "Naturally, as the operating officer of this company," Mr. Piez
said, "I look over the operating
expenses closely, but I find that
they offer very little opportunity
for reduction. Then I come to the
general expenses and among them
looms up a very large item for
advertising. I wonder sometimes
what would happen if I should cut
a big slice out of the advertising
budget and applied the saving to
a reduction in the selling price of
some of our highly competitive
lines.

"Invariably this idea occurs to me year by year and yet I have been a little afraid to put it into force, not knowing all the facts. Each year I start out with the firm intention to reduce the advertising expenditure of this company and instead wind up by increasing it. I should like to have some real facts on advertising. I know it is said here and there that there are definite relationships between the sales volume and the amount spent for advertising. But with a heterogeneous line like ours, where small items are mixed up with very large ones, our sales problem is different. We always have before us the question of 'How much return do we get out of the money we spend?"

If a great business man such as Charles Piez gives expression to such a thought about advertising, what may we reasonably expect from others?

Mr. Piez and numerous other executives I might name look upon advertising in this way because it has been sold to them as a thing I say this without the slightest intention to reflect upon the Link Belt's advertising de-partment. This is why many important people have an entirely wrong idea concerning it. Advertising men usually are bought for their advertising brains and know comparatively little about merchandising, salesmanship, account-ing or the economics of business. They are professional men rather than business men and this accounts for the turnover.

Here we see the reason why, when an important executive position is open in a great industry, the advertising manager is seldom considered for the position.

I have been in the advertising business in Chicago for more than twenty-five years and I know of less than a half dozen men who have worked out of the advertising departments into commanding executive positions in the businesses with which they are identified.

Twenty-five years ago, B. J. Mullaney, who is now a vice-president of the People's Gas Company, was advertising manager for Carson, Pirie, Scott & Company. "Barney," as he is familiarly known, always did look upon advertising work as a business rather than as a profession.

Mark Cresap, general manager of Hart Schaffner & Marx, was an advertising solicitor on the old Chicago Record-Herald. When he became advertising manager of that great clothing firm, he did not concern himself so much with the mechanics of his job as he did with its real underlying principles.

Frank S. Cunningham, president of Butler Brothers, was the first stenographer that firm ever employed. He worked himself along until he got in charge of Butler's advertising and then administered it from a broad merchandising viewpoint. Mr. Cunningham is regarded as one of the country's greatest salesmen, and yet he never sold a thing in his life personally.

THEY TOOK ADVERTISING SERIOUSLY

These men, and a very few others I could name, are in commanding positions today because they took advertising seriously and studied it for the great fundamental thing that it is. Moreover, they stayed with their organizations long enough so that the cumulative effect of their experiences might be exerted.

Week by week as I read PRINT-ERS' INK—which, by the way, has been a weekly habit of mine for many years—I see numerous items of where advertising managers have changed jobs and gone somewhere else. This constitutes an altogether useless waste and the reason is that advertising is not 17

looked upon universally as the great fundamental without which husiness cannot be carried on suc-

cessfully. If this condition is going to be changed, if advertising men are to get the recognition and advancement that their brains and ability entitle them to, they have got to he vastly more than merely advertising technicians. They must be business men and this means that they must have a close working acquaintance with the fundamentals of business.

What are these fundamentals? Just the other day, a young Chicago advertising manager came to me and said he wanted me to help him find a new job. He had had a disagreement with his employer and was ready to make another change after having made three during the last five years.

"Do you know what I would advise you to do?" I asked him. "Get a job outside of advertising. I wouldn't go back to it, because you evidently are one of the advertising men who are just going along on a professional basis and are not getting anywhere near the top from an administration standpoint."

FOUR ESSENTIALS OF ADVERTISING

He said he wanted to get to the top and asked me how to do it. I outlined for him what I think to be the four essentials of advertising and I am naming them here in the order of their importance:

First, and greatest of all, the advertising man should have a knowledge of costs, accounting Professor Edward and finance. Gardner, of the University of Wisconsin's School of Commerce, tells me that he will not admit a young man into his advertising classes unless he majors in accountancy.

Second, he should know marketing and merchandising. Too many business people, including advertising men, employ the word "merchandising" recklessly. rather without knowing what it really Merchandising has a great deal to do with an understanding of the principles of mark-up and turnover. There is a relationship between the cost of manufacture and the selling price, discounts, terms and many others.

Third, there should be a knowledge of the mechanics of advertising.

Fourth, comes the ability to write copy-or at least to understand and appreciate what consti-

tutes good copy.

If I should place an advertisement in the Sunday edition of a metropolitan newspaper, 100 lines on two columns, and call for an advertising executive capable of earning a salary of \$10,000 a year, I would probably get about 200 replies. In response to my request for full details of the applicant's experience, probably 99 per cent would tell me how they could write copy, make layouts, how they understand type and the mechanics of printing, how well they know mediums and so on. But I venture to assert that probably not one out of the 200 would give me any definite idea as to what they knew about marketing, costs, general finance or business economics.

These latter things are nearest to the heads of great businesses. They are interested in operating costs and profits. An advertising man who can take a financial statement of a business and analyze it will inevitably rise to power in his company, other things being equal. There are advertising men of this type but not enough.

There are two times when most businesses advertise-when they are flush and when they are sick. In the first situation, they are not so much concerned about these four fundamentals. We had a great deal of this during the war. But when they are sick, they often need more than a mere advertising technician.

We have many advertising fail-Nearly all of these are charged to advertising, when they should not be. The fault is seldom in the advertising or the mediums. Rather it is due to a weakness in the main structure of the business which should have been analyzed at the start. organizations, before undertaking an advertising project, should have the fundamentals worked out on

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the right basis. I have made this statement several times and often I have been told it is ridiculous. But it must be remembered that there are 250,000 manufacturers in the United States and less than 20 per cent of them are earning 6 per cent or more on their capital. Fully 180,000 are earning less than 6 per cent. Some of these organizations that are not making a sufficient profit could easily go broke if they went ahead on an advertising expenditure without proper preparation.

Many advertising men-and smart, highly educated, brainy fellows at that-say they think they should be regarded as professional men because their work is of a grade that entitles it to be ranked as a profession. I honestly believe they are making a mistake. They are business men, or should be.

Selling is not so easy now as it was a year or two ago. It is going to be harder. Therefore, there is a great need for advertising men who are real business menwho can take a report from any department in their house, analyze it and point out the obvious

remedies. When the advertising man can do this, his job and his department are not going to be the first to feel the effects of retrenchment when times of depression come. The chances are there will be no serious depression in that particular business, because when orders do show symptoms of slackening, advertising will have a chance to show what it can really do.

Public Utility Accounts to Barton, Durstine & Osborn

Barton, Durstine & Osborn, Inc., has been appointed advertising counsel for the Buffalo, Niagara & Eastern Power Corporation and its several affiliated companies, including the Niagara Falls Power Company, the Buffalo General Electric Company, and the Niagara, Lockport & Ontario Power Company.

C. L. Furry Advanced by Edwin F. Guth Company

C. L. Furry, of the Edwin F. Guth Company, St. Louis, manufacturer of lighting fixtures, has been named advertising manager.

Owen Moon Heads Scott Paper Company

Owen Moon was elected president of the Scott Paper Company Chester, Pa, manufacturer of ScotTissue products, at a recent meeting of the board of directors. He succeeds the late Arthur H. Scott. Mr. Moon, who had been first vice-president, was Mr. Scott's brother-in-law, and has served the company as an officer and director. The policies of the business, developed under the presidency of the late Mr. Scott, will be continued. J. G. Lamb, T. B. McCabe and E. S. Wagner, who have also been active in the business for the last few years, were elected vice-presidents, subject to amendment of the by-laws, as follows: James G. Lamb, vice-president in charge of development; Thomas B. McCabe, vice-president and secretary, in

Cabe, vice-president and secretary, in charge of distribution, and Edward S. Wagner, vice-president and treasurer, in charge of production and finance.

Walter G. Springer, President, "Screenland Magazine"

Walter G. Springer has been elected president and publisher of Screenland Magazine, New York, to succeed J. Thomas Wood, resigned. Mr. Springer formerly business manager.

was formerly ousness manager.

Mr. Springer has been engaged in
the magazine field in the East and
Middle West. During the presidential
election of 1920, be was assistant to
Will H. Hays, chairman of the Republican National Committee.

Appropriates Fund to Advertise Louisville

The Louisville, Ky., Industrial Foun-tion has appropriated \$20,000 with dation which to conduct an advertising campaign to attract manufacturing industries to that city. According to Frank B. Ayres, secretary-manager of the foundation, eight metropolitan newspapers and six magazines will be used.

Batten to Direct Office Equipment Account

George Batten Company, Inc., George Batten Company, Inc., New York, which has been directing the adver-tising of the Elliott Fisher Company, will handle the advertising of the General Office Equipment Corporation, which will market Elliott Fisher accounting-writing machines, and Sundstrand adding and bookkeeping machines and cash registers.

Underwear Account to Boston Agency

The Lebanon Mill Company, Pawtucket, R. I., manufacturer of women's rayon underwear, has appointed the H. B. Humphrey Company, Boston advertising agency, to direct its advertising account. The A. S. Haight Company, New York, is selling agent.

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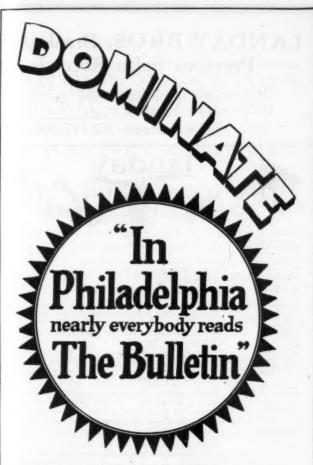
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The Evening Bulletin

PHILADELPHIA'S NEWSPAPER

537,974 COPIES A DAY

The largest circulation in Philadelphia

Member of The Associated Press

LANDAY BROS. Break ALL Previous Sales Records

1926—Sales Volume—\$4,617,572.82 1925—Sales Volume—2,499,782.04

Sales Increase \$2,117,790.78



OR 42 STREST

427 FIFTH AVENUE

6"- AVENUE BET 34"-8 35"-515

BRONK

YORKERS NORTH BROADWAY

OUSTVERNON

NEWARR 226 BROAD STREET

BRIDGLPORT

BOI CHAPEL STREET

MARTFORD

Feb. 25, 1927.

The New York Evening Journal, 2 Columbus Circle, New York City.

Gentlemen:

Here is a record of business growth which should prove as interesting to you, as it has pleasing to us. The sales increase of Landay Bros., Inc., for our last fiscal year is shown by the following figures:

> 1926 Sales Volume 1925 Sales Volume

\$4,617,572.82 2,499,782.04

Sales Increase

\$2,117,790.78

We are frank to admit that the constantly increasing sales volume of Landay Bros., for over twenty consecutive years, has been due in no small measure to concentrating a substantial part of our advertising in the New York Evening Journal.

Our advertising policy in the Evening Journal has been one of intensive and progressive cultivation. As our busines: has expanded we have increased our advertising space. This year will be no exception to the rule. We expect to use the Evening Journal on a larger scale than ever before-and know it will pay us big dividends in more customers, more sales and more profits.

> Yours very truly, LANDAY BROS., INC. (Signed) MAX LANDAY,

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DEPARTMENT STORES OF MUSICAL MERCHANDISE



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Mr. Landay says:

"the constantly increasing sales of Landay Bros., FOR OVER TWENTY CONSECUTIVE YEARS. has been due in no small measure to CONCENTRATING a substantial part of our advertising in the NEW YORK EVENING JOURNAL"

FIRST IN HOME CIRCULATION for 28 Consecutive Years!

For 28 consecutive years the New York Evening Journal has had the largest evening circulation in America. Double the circulation of the next New York evening newspaper plus 86,000 copies a day! Merchants and manufacturers invariably invest more money in the New York Evening Journal than in any other New York evening newspaper. The Evening Journal's circulation covers the world's richest market intensively and produces the greatest results.

You can reach nearly half of all the people in this market who buy any New York evening paper through the New York Evening Journal - without duplication and at one cost.

CIRCULATION FOR SIX MONTHS ENDING SEPTEMBER 30th, 677,565 DAILY, NET PAID

A daily gain of 41,779 over the same period last year.

NEW YORK EVENING JOURNAL

America's largest evening newspaper circulation . . . and at 3c a copy daily, 5c Saturday

913 Hearst Building Chicago, Ill.

2 COLUMBUS CIRCLE General Motors Building New York City Detroit, Mich.

Building For a Greater Detroit

T'S never too late to get in on the ground floor of Detroit's business growth. A city that has grown from 465,000 population in 1910 to 1,500,000 in 1926 has a ground floor always ready for the aggressive sales manager or advertiser. Come into the Detroit market today. Sell your product to the present population of Detroit and you will reap a double harvest-the natural growth resulting from intensive sales effort and the growth of consumer demand that always accompanies population increases. Sales managers and advertisers should realize that they have in the Detroit market a singular advantage, for here they can cover nearly every English speaking home by using only one medium-The News. This home newspaper covers its market more thoroughly than any other city of Detroit's size or larger is covered by any other newspaper in America.

The Detroit News

The HOME newspaper

365,000 Sunday Circulation

330,000 Weekday Circulation



Masculine Stores for Feminine Buyers—A Merchandising Paradox

Is It Possible for a Can of Paint, a Hammer or an Aluminum Coffee Pot to Exude a Feminine Aura?

By Georgia S. Muller

[EDITORIAL NOTE: This outline of a hardware and electrical supply stores is interesting, even though the experiences described are by no means typical. There are any number of stores in these fields in which women may feel perfectly at ease and where intelligent service is to be had. However, it cannot be doubted that, particularly among the small, neighborhood stores of this kind, there is a lack of knowledge of the technique of selling to women. This is a weakness to which manufacturers in these fields could well afford to direct attention.]

EVERY so often, a man steps forth and complains bitterly that women are usurping the world and every place therein. He points an accusing finger at the great number of women trotting happily and successfully around in the business and professional world. He claims that politics is taking on a decided feminine coloring, and becomes almost inarticulate at the thought that the presence of women has turned the witnessing of prize fights into a gentle pastime. And he ends up quite purple in the face from recounting his recent experismoking-rooms ences in barber shops.

Well, there is something to be said for him. I can see how it would be difficult nowadays to find the proper setting for such a man to do his stuff in the approved way. Yet I have a suggestion to offer him in which I hope he will find a crumb of solace. When he feels he can no longer stand the feminine atmosphere I suggest he spend a few pleasant hours in the nearest hardware, paint or electrical appliance store. If he can find anything feminine about one of those it is only because a can of paint, a hammer or an aluminum coffee pot, to his way of thinking, exudes a female aura.

Despite the fact that the manu-

facturers of much of the merchandise to be found in such stores are making a strong appeal to women in their advertising, and despite the fact that an increasing number of women are responding to this advertising, comparatively few of the stores do anything to cater to women. Their trade, in the past, has been composed almost exclusively of men and although this is no longer the case, many of these merchants have made no effort to adjust their stores or their methods of selling to the new class of buyers.

I discovered this recently when I became convinced, through reading advertisements, that painting was a delightful pastime for a housewife. I believed that I could put on a dainty apron and practically make the inside of the apartment look like new, to say nothing of beautifying some rather dilapidated furniture. I saw a number of surfaces that I could save and thereby save all. And finally I was even moved to believe that a woman really could do some of the little odd jobs of carpentering that are always waiting to be attended to. The advertisements made certain towel racks and tooth-brush holders look highly desirable, and there were many things pictured which would make the kitchen handier.

FOR MEN ONLY

The result was that I visited a great number of hardware, paint and electrical appliance stores—in some cases they turned out to be one and the same store—and I soon came to realize that one and all were designed for the use of men. Their atmosphere was thoroughly masculine. I know now how the first woman who ever en-

tered a man's barber shop must have felt.

I go in much as a well-bred cat will enter a wet and dirty cellar; my nose up, so to speak, and stepping gingerly.

We women have become more or less accustomed to neat-looking. alert and attentive clerks who jump to meet us in almost any store we enter. Not so here. The hardware, paint or electrical supply man is pleasant enough, but he usually considers it your business to know what you want; he's there simply to wrap it for you and take your money. Now I find that half the time when I go into one of these stores I do not know just what to ask for. If it's a tool I'm lost, for I seem incapable of remembering their proper names. An awl means about as much to me as an auk does. The various types of screws and nails are staggering.

"I want," I start off confidently, "I want-er-you know those nails that have two points? You use them to put over things."

The hardware man, strangely enough, shows no glimmer of recognition.

"Well, never mind those," I de-"I want some screws. Little ones. The kind with caps on."

I get the feeling I am being incomprehensible and the clerk shows little or no sympathy for me. He stands stolidly, hoping, I suppose, that I will eventually emit some words out of which he can make a little sense. In the meantime he waits, about as helpful to me as a thoroughly contented cow would He rarely if ever makes a suggestion, though several times he could have saved me a lot of trouble if he had given a bit of advice or warning-especially in the field of paints.

Not long ago, I decided to make the kitchen chairs a lovely pastel hue. I rushed down to a paint store and picked out the color.

"Will this paint do to paint over chairs with?" I asked.

The clerk went so far as to admit that it would, so I rushed back home and set to work. Despite what the advertisements had been saving, it seemed to me the paint

was a little difficult to put on smoothly. I was right. Four weeks later, those chairs still could not be sat upon with any degree of safety. They will still give up little gobs of their lovely color if given enough provocation. Unfortunately, the salesman had not considered it necessary to warn me that the paint might need a bit of thinning.

The contents of these stores are almost as intriguing as those of a five and ten. They have as many, if not more, entrancing looking things standing around which I am sure most women would be unable to resist if they could only get within reaching distance of them. Yet as each store is arranged, or disarranged, one has to climb over electric heaters, stoves, sleds, dodge under bird cages and slither around towers of teetering pails in order to reach most of the merchandise. This is a little discouraging and often not worth the trouble. I suspect that if one pile of things started to slip, the contents of the whole store would come racketing down. It's a nervous feeling; no one likes to tempt Providence.

How a display artist must writhe in mental anguish on entering one of these stores. The merchandise gives the general impression that it has been thrown into the establishment from across the street. And yet I think it is generally admitted nowadays that such confusion is not conducive to sales. It is certainly not appealing to that great majority of women who have an ingrained feeling for order and cleanliness.

Besides, a woman shopper is very different in technique from a man. He will usually take the first thing he is shown so long as it appears to fit his purpose. She wants to be sure there isn't something of the same sort a little better, and so she likes to inspect all the different types and price ranges of the merchandise she is going to buy. The arrangement of most of these stores makes this impossible and the result is that a woman frequently leaves with the feeling that she is not getting just what she wants.

I have noticed that most of the

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We quote from a distinguished contemporary

In an advertisement of the Winnipeg Free Press in the February 8th issue of the Montreal Gazette occurs this paragraph.

"There is a conspicuously outstanding newspaper in the United States The Indianapolis News. So widely is its distinction recognized that The News last year, although published in the twenty-first city of the United States in size, ranked third among all United States six-day newspapers in national advertising volume, and made the American record for national linage gain in 1926."*

*The News' national gain of 901,419 lines in 1926 was the largest in America for a six-day newspaper and the second largest in America for any paper, anywhere, six-day or seven-day.

The Indianapolis News

FRANK T. CARROLL, Advertising Director

New York DAN A. CARROLL 110 East 42nd St. Chicago
J. E. LUTZ
The Tower Building

women who come into these stores make their purchase and depart as quickly as possible. Though the lingering customer should be the most profitable, there is little in the hardware atmosphere to make a woman linger. On the other hand there are almost always a few idle men lounging against the counters. They are not always buying-more frequently they just stop in to talk; something in the tone of the place makes them feel at home and they stay and chat for a while. Their presence adds to the already strong impression that such stores are for

Recently I tried, foolishly perhaps, to make something that required little metal racks, gadgets to fasten the racks to a board, something with which to make a neat little hole through the board and a number of other appliances for which I had no names. I climbed around my local hardware store trying to pick the things out. I tried to describe for what I wanted to use them. The several clerks in the place were duly interested and amused.

"I bet," said the owner at last, "I bet you're makin' somethin' to patent that you won't tell anybody about."

I didn't mind particularly, and yet I feel quite sure that one of the first principles of good salesmanship is not to laugh at the customer or make her feel self-conscious and conspicuous. As it happened, I forgot to get something I needed and I actually didn't have the courage to return there for it. I went to another

I don't think any of these things I have mentioned would be particularly difficult to correct. A little of the art of selling to women should not be hard to learn. These retailers carry such a vast amount and variety of stock that it seems almost impossible to arrange it effectively. But why, if they carry several types of drinking glasses, do they put out scores of each, piled on top of one another, lumped together, tumbling over? whole effect is confusing and makes it easy for everything to get dirty and unattractive looking. Why don't they display only a few of each article and so make it possible to arrange each in such a way that a customer could get within sight of them? One hird cage, not five; a few pails, not leaning towers of them, and each would have a greater appeal.

Here is another point. I have seldom encountered a woman clerk in one of these stores, and yet I am sure I could explain my needs more easily to her than to most of the men. Her presence alone would be encouraging. She would understand what I wanted to do with the kitchen sink and the mon and broom closet. Perhaps she would sympathize with my inability to name tools, whereas most men are so familiar with them that they cannot help but look a little disgusted or amused or bored with an individual who is ignorant on the subject.

The general tone of too many of these stores is metallic, heavy, colorless and forbidding, from the point of view of a woman. It is just the place for that man who is suffering from too much feminine atmosphere. And yet it is just the place where the advertisements of many manufacturers are trying to induce women to go.

Railroad Features Lent in Timely Copy

Holidays are being featured in the seashore railroad advertising of the Reading System. In February, timely copy described the convenience of Lincoln's and Washington's birthdays for week-ends at the shore. The latest newspaper series features Lent, and is entitled "Society Spends the Lenten Season at the Shore." Calendars for March and April with the days of Lent in heavy type are illustrated.

General Motors Sales and Earnings Set New Record

The General Motors Corporation, Detroit, established a new high record in both sales and profits in 1926, showing sales of \$1,058,153,338, against \$734,592,592, in the previous year. Net earnings amounted to \$186,231,182, against \$116,016,277, in 1925.

Appoints Tuthill Agency
The Guastavino Company, New York,
builder of architectural arches, has
appointed the Tuthill Advertising
Agency, Inc., New York, to direct its
advertising account. Architectural mediuma will be used.

FRENCH VOGUE

Also Sets a New Record

The acceptance of Vogue as the unquestioned authority by the fashionable woman is not confined to America.

Paris, creator of fashions, does not look to a French periodical for its trade paper of styles, but to the French Vogue, an American institution,

French Vogue enjoys an advertising supremacy over any other magazine in France.

The recent "Collection d'Hiver" number carried 95 pages of paid advertising—more advertising than has ever appeared before in a single issue of any Continental periodical.

During the past year, French, British, and American Vogue all have set new high records in advertising volume.

VOGUE

One of the Condé Nast Group

Aldwych House London 2 Rue Edouard VII Paris 19 West 44th Street New York City No. 14 en a Series

Out of the Fog of Into the Light

Apply this simple logic to Boston newspapers—and the fog of "confusion" disappears.

-compare "optional" combinations with "compulsory" combinations of evening and morning newspapers.

—add First Evening to First Morning or First Evening to Second Morning for reasonable comparison with Third Evening and Fourth Morning or Second Evening and Third Morning.

This shows how they stand:

Combination	Circulation	Milline
1st combination (optional) American & Post	655,300	1.68
2nd combination (optional) American & Advertiser	415,584	1.68
3rd combination (compulsor, Globe, Eve. & Morn.	273,240	1.83
4th combination (compulsor: Traveler & Herald	250,998	1.99

Boston American Boston Advertiser

doston 'Confusion' gh f Simple Logic

Advertisers who want to increase distribution, achieve new sales volume,—need the Boston Sunday Advertiser.

The Big Sunday Advertiser sells to 490,588 New England families—151,000 or 45% more families than buy the second largest Boston Sunday paper.

The Big Sunday Advertiser leads the second Boston Sunday paper by a margin greater than the *total* circulation of the fourth Boston Sunday paper.

The Big Sunday Advertiser sells to more families in Boston's fifty mile radius than any other Boston Sunday paper sells everywhere!

The Facts

Paper Sunday Advertise	Circulation 490,588	Milline 1.53
Sunday Post	339,486	1.62
Sunday Globe	322,395	1.72
Sunday Herald	122,750	3.26

Boston Sunday Advertiser

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He Knew His Onions

A SALESMAN for the Royal Typewriter Company wrote a letter to his company telling how their advertising helped him to make sales. He mentions specially the newspaper, radio hour, and electric signs.

But lastly, he says: "However, our handiest and most effective assistant is the small pamphlet, when properly directed."

We have recently created some interesting examples of these little "salesman's assistants". Why not ask for them?

CHARLES FRANCIS PRESS

461 Eighth Avenue Telephone Lackawanna 4300

Printing Crafts Building, New York

Westinghouse Creates a Day-by-Day Newspaper Campaign

Localizes National Newspaper Campaign According to Needs of Sales
Districts and Needs of Individual Appliances and Apparatus

By J. C. McQuiston

Manager of Publicity, Westinghouse Electric and Manufacturing Company

A PLAN of day-by-day advertising, with newspaper space as its backbone, has been worked out by Westinghouse after months of patient study and much field work. We have been seeking a

The plan, according to one of the men who has long been working on it, resembles the problem of building a balanced motor. There is a definite job to be done, there are certain standards of effi-

ST. LOUIS DISTRICT

APRIL							
SUMBAY	MONDAY	THERDAY	MEDWENDAY	THURSDAY	BATUMDAY		
					2		
3 (G-1: Name Or	1	S R.P. AL	6 Motor H.P. Ad. M-I: IL. Look.	7	9 Ada in Gardeni Water Transact in Bright and Stated on Page 2		
10	11	12 In Lighting N.P. Ad. Incom.	13 Many Marita Managar	14	16		
17	18	19 beries R.P. Add 84 N. Lank	20	21 tente REAL SE	23		
24	25	26 Balle N. P. Ad. B-It (Streeters)	27	28	30		

THIS SCHEDULE, SENT TO ALL SALESMEN IN THE ST. LOUIS DISTRICT, ENABLES THEM TO KNOW EXACTLY WHAT ADVERTISING IS BEING DONE EACH DAY IN THE MONTH OF APRIL IN THEIR DISTRICT

way to localize national advertising and in this plan, we believe, the way has been found.

The plan is not only new and different from Westinghouse advertising of the past, but so far as known, a plan of this character has never been undertaken by any manufacturer having 'so diversified a line of products, either in the electrical industry or any other industry. It represents, in effect, not one plan, but a composite plan made up of many separate parts, each contributing its share to the whole effort.

ciency to be obtained, there is a final figure to shoot at, with the raw materials of competitive market conditions, individual newspapers and their circulations and rates, and skilled craftsmanship in planning and design, as the factors with which to work.

In a broad outline, the plan divides itself into two ways: One is a division by district office territory and the other by groups of products or markets for specialized campaign effort.

Westinghouse has fourteen district territories. Those territories have been studied by us according to buying centers. Some idea of the magnitude of this study may be gathered from the fact that we have found about 400 buying centers in those fourteen district territories. We have had to study buying conditions in each of these buying centers in order to select the newspapers best qualified to cover each territory adequately.

The other basic factor in planning the campaign was the location of markets for our different types of products. We have not only electrical appliances for the household for sale, but also street lighting equipment, industrial and commercial motors, transportation apparatus for street railways and railroads, radio apparatus, farm lighting equipment, electric meters and other measuring devices. We had to think in terms of

specific markets for each of those different types of products. Certain localities, for instance, present a greater industrial market than others. Certain localities are outstanding in the character and extent of new building operation. In cities where we have Westinghouse Service Shops there are opportunities for local advertising support of those shops. Electric ranges are sold in some cities and are not sold in others. In a much greater number of cities, both large and small, other Westinghouse appliances are effectively distributed and sold. Specific campaigns had to be planned for those cities proportionate to the opportunities offered. Then, too, we had to keep in mind in making this study the selection of opportunities to use institutional advertising that was concerned with public relations of utilities, generating stations, factories and personnel.

From our study of those two guiding factors (1) the needs of each of our fourteen districts and (2) the needs of each type of product or important industry with which we do business, we have created a national newspaper advertising campaign that is localized in every sense of the word. Each advertisement that appears is local in the sense that it talks

about Westinghouse products which are bought in that locality. It is national in the sense that as part of a national endeavor it tells a Westinghouse story.

To this localized national newspaper campaign we have hitched a localized direct-mail campaign. We have made plans for the delivery of hundreds of thousands of direct-mail messages to keymen in the central station industry, transportation field, and steel industry and other industries representing altogether thirty different classes of customers. We have made plans to send dealers and jobbers a great number of broadsides and sales helps to be placed on their counters and in their windows.

Perhaps I can best explain what I mean by a "localized direct-mail campaign" by citing our April mailing piece on elevators. This piece of direct mail is a four-page illustrated letter featuring the Westinghouse inductor floor landing control for elevators. Instead of being mailed from our own offices and on our own letterhead, these illustrated letters will be mailed by prominent elevator builders who are handling our equipment.

HOW SCHEDULES WERE CREATED

The information we have gathered from the studies we have made has so enabled us to shape our plans that we can set down in schedule form for each district exactly what we are going to do any day in any one of the districts. Some understanding of the manner in which those day-to-day schedules have been created may be had from a study of the schedules for the St. Louis district for April. Every salesman gets a copy of the schedule for his own district and for all of the other districts. He will know what we are doing every day in his district in an advertising way and his sales plans will be made to tie up with that advertising.

He will also get a monthly schedule of our advertising in the technical and trade publications. We plan to continue to advertise specific Westinghouse apparatus to 27

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IN BOSTON-

The Herald-Traveler Better Homes Bureau is the Housewife's Bible

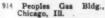
The daily and Sunday editorial pages of tested recipes and household news, the radio food broadcasts, and the series of talks and demonstrations to women's clubs throughout Metropolitan Boston, have built up an army of loyal followers.

As a testing ground for this food development the Bureau operates a model test kitchen on Tremont Street in the heart of the city. Here hundreds of women daily come in to discuss their culinary problems with our domestic science expert who directs the work of the kitchen. Here, advertised products are tested, displayed, used and explained.

Naturally, food advertisers know that the Herald-Traveler's quarter million families form Boston's most responsive food market, and they indicate their belief by placing more food lineage in the Herald than in any other Boston newspaper.

BOSTON HERALD-TRAVELER

Advertising Representative: George A. McDevitt Co., 250 Park Ave., New York, N. Y.





For six years the Herald-Traveler has been first in National Advertising, including all financial, automobile and publication advertising, among Boston daily newspapers.

purchasing agents, engineers, radio fans and similar potential buyers in every nook and corner of the land as we have done heretofore through trade and technical publications. The technical and trade-press advertising, in our opinion, is absolutely as essential to our welfare in the future as it has been in the past. The schedule of our advertising in such publications when sent to our salesmen will show the publications used for each type of apparatus or appliance and the date on which those publications will appear.

None of our schedules will be made very far in advance. are looking for advertising opportunities. This plan was created to enable us to grab those opportunities when we see them. It is our opinion that schedules made far in advance prevent an advertiser from taking advantage of real

opportunities.

The whole plan, as it has been shaped thus far, seems to us to have three major advantages, namely: (1) flexibility as regards requirements: repetition; and variable and seasonable demand; (2) expediency as regards the day-by-day events of local and national interests; and (3) adaptability with respect to promptness combined with effectiveness.

The significance of this localized day-by-day campaign of ours is being fully explained to our salesmen in a publication called "The Westinghouse Advertiser" which was created to do that very This publication will carry all schedules for each district each month of the year, and it will fully explain the copy that is being used and will discuss sales plans and ideas that will enable the salesmen to tie up with that advertising.

The campaign will break in April with space in fifty-nine newspapers in which institutional copy will be used. From that point on the campaign will grow and increase.

We believe that this localized newspaper campaign, backed up by localized direct-mail advertising and by space in the

technical and trade press is going to give our field force support that has never been equaled in the electrical industry. We feel that it will enable every Westinghouse man to approach any class of purchaser, confident to a degree known before, that the prospect has a picture of what Westinghouse sells and of how it

Federal Radio Commission · Appointed

The Federal Radio Commission, provided for by the new law for control, has been completed. The Senate has connas oven completed. The Senate has con-firmed the appointments of the following: William H. G. Bullard, Rear-Admiral, U. S. N., retired, of Media, Pa., for a term of six years; Eugene O. Sykes, of Jackson, Miss., former justice of the Supreme Court of Mississippi, for a term of four years; John F. Dillon, of San Francisco, supervising, radio, searches Francisco, supervising radio operator, for a term of two years.

President Coolidge has made recess appointments of both Orestes H. Caldwell, of the McGraw-Hill Publications, and Henry A. Bellows, director of the Wash-burn-Crosby radio station, Minneapolis. Rear-Admiral Bullard has been designated as chairman of the commission.

Advertising Men to Help Y. M. C. A. Drive

Advertising interests will help in the City of New York Building Campaign to be conducted by the Young Men's Christian Association from May 3 to 13 to raise \$10,000,000. Two committees have been appointed. Bruce Barton is chairman of the committee on plans. Frank Presbrey has been appointed chairman of the committee on information and publicity.

publicity.

This latter committee includes Barron Collier, H. D. Crippen, George Ethridge. Charles C. Green, William H. Johns Richard W. Lawrence, W. L. Larned, Malcolm Muir, John Clyde Oswald. Samuel W. Reyburn, John Sloane and Charles D. Spalding.

Howard Acton bas been appointed publications.

licity executive secretary.

Browning King & Company Appoint Frank Presbrey

Browning King & Company, New York, outfitters to men and boys, bave appointed the Frank Presbrey Company, New York advertising agency, to direct their advertising account. This company operates a chain of twenty-eight stores. Newspapers and magazines will be used

New Account for Hoyt Agency The Shirtcraft Company, Inc., Hazleton, Pa., manufacturer of men's shirts, has appointed the Charles W. Hoy Company, Inc., New York advertising agency, to direct its advertising account. ing hat the hat

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The Evening Totorld

NEW YORK

Filling New York's Abundant Larder!

LAST YEAR, THE EVENING WORLD printed 602,059 lines of Foodstuffs Advertising, the second classification in bulk to its huge total of five and a half million lines of Dry Goods business.

This represents a gain of 114,825 lines of Foodstuffs Advertising, or far more than its three principal competitors combined, as indicated by the following comparison:

					Lines Gain
EVENING WOR	ŁL.	D			114,825
Second Paper					53,832
Third Paper					24,355
Fourth Paper					2,233

This is one of the fastest growing Classifications in THE EVENING WORLD'S notable record of gains, and duplicates the experience of the great New York merchants who are increasing their EVENING WORLD lineage every month.

PULITZER BUILDING

NEW YORK



TRIBUNE TOWER
CHICAGO

The Favored Evening Newspaper in the New York City Home

Do You Sell By Mail to Farmers

DURING 1926, The Country Gentleman carried 56% more classified advertising of livestock, poultry, etc., than was carried by all the other five national farm papers, combined.

All this advertising came from people who sell to farmers by mail, and who buy their advertising space solely on the testimony of results.



Quntry Gentleman

The Modern Magazine for Leadership Farm Families

lore than 1,350,000 a Month

THE CURTIS PUBLISHING COMPANY
INDEPENDENCE SQUARE, PHILADELPHIA, PENNSYLVANIA

Advertising Offices: Philadelphia, New York, Chicago, Boston San Francisco, Detroit, Cleveland

we seem no nearer the saturation point today with over 290,000 evening and more than 330,000 Sunday than we were five years ago when we began with 25,000 daily and no Sunday greater Detroit is still increasing but The Detroit Times outstrips even the amazing population growth of the territory

A Plan That Forces Industrial Salesmen to Call on Small Users

A Duplicate Report System That Helps the Correspondence Department as Much as It Does the Salesmen

By E. J. Heimer

Secretary, Barrett-Cravens Company

MY future would be assured if I could give industrial manufacturers a real remedy which would assure them that their salesmen would call on all small users.

While there is no bona fide solution to this problem, it can be approached from various angles and thereby give manufacturers an assurance that the majority of these small users are getting the desired attention. Usually, if left to the salesmen, minor customers get little or no attention if they are not definitely in the market for additional equipment. That means that every sales manager must do his bit toward seeing that the small users are given adequate attention.

The Barrett-Cravens Company, which manufactures lift-truck, platforms and portable elevators, eliminates the guesswork as much as possible in two ways. First of all we have our direct-mail campaign which has as a basis a monthly letter to every Barrett user—large and small. In a recent article I indicated the value of this advertising by tabulating the cost of the direct-mail campaign to users against a similar campaign to non-users. Briefly, our cost to sell our users via the mail route is only 11 per cent while it costs 23 per cent to sell non-users in the same manner.

Letters to users, then, are one assurance that a certain portion of the small manufacturers are receiving proper attention. But what about the small plants not using our equipment and to whom we desire to sell? What definite assurance have we that our salesmen will call on them? We do not consider the following plan 100 per cent, but it is as close to that as we know how to get. We have a duplicate report sys-

tem. These duplicate reports are made out the first of each year for every possible prospect in the United States who might buy or has bought Barrett equipment. We take every concern that might logically be considered a future prospect and type its name and address on a duplicate set. One is termed "salesman's report" and is printed on ordinary paper stock used for such purposes. The other, which is reproduced here, is practically a duplicate except for slight changes near the bottom and the fact that is is printed on card stock.

LISTS ARE CAREFULLY CHECKED

These reports are typed at the home office-a duplicate set, one report and one card, for every Barrett prospect in the United States. In typing them we merely insert the firm name and address -everything else is left blank. In accomplishing this work so that we are reasonably sure that we have secured the names of practically all available prospects, we go through every mailing list on hand-checking and cross-checking We consult Dun, go over salesmen's past reports and, in fact, ferret out every possible means of securing all prospects. We aim at 100 per cent accuracy in this work.

After this task of typing is accomplished, the duplicate sets are sorted according to territories. That is to say, all concerns located in the Boston territory are assembled; all Chicago territory prospects, and so on for each territory. Then they are arranged alphabetically according to cities Now that they are segregated according to territories we can separate the duplicates—gathering all the original copies together and

likewise all the cards. The reports are bundled up and sent on to each of the salesmen together with a letter indicating how they are to be used and why. The duplicates, which are cards, are filed in card cabinets geographically and alphabetically—according to territories.

When the salesman receives his

batch of reports he is expected to take those of each city and town and segregate them further into daily batches and according * to their relative street locations. Then each day he is expected to take a quantity out with him and make the calls indicated. After each call the report is to be filled out in detail. Once each week these reports (oftener if he wishes) are mailed to the home office.

The home office, on receipt of these reports, refers to the dupli-These cards cate file of cards. are withdrawn and the information placed on the original report by the salesman is transcribed thereon. Someone might suggest that we do away with the duplicates and merely file the salesmen's reports. That is not practical because many of these come in filled out in pencil, others in ink and some are typewritten. Some salesmen's writing is easy to read-others not. Therefore, by transcribing the information on the duplicate cards we have a uniform list-neat and orderly and most of all, legible. Furthermore, the cards will stand handling and rehandling-the paper reports soon become ragged.

After the information is transcribed on the report, instead of filing the report in its original place it is filed in front of the blank cards. Thus we begin to have two sets—those that have been called on and those that have not. In that manner, by running through these drawers we are able to tell at a glance which

salesmen are seeing their prospects and those that are not. Letters go out to the lax ones prompting them in their work and thus starting them at it.

If a salesman refuses to use the system he loses our account. If he doesn't get to see all his prospects he runs the risk of having his territory reduced and no

RATING	BARRET	T-ORAVENS (00.	LB	148	c
Firm				-		
Address				-		
Man to see			-	Title-		
Man to see			_	Title-		
Nature of Business Medal Lift-Truck you recome or medals they are using	_					
Platform since		X				_
Ramanania Charles	Cus	LH		Hing	-	-
First S	Coll	Third	,	Call		
Flori S.		Paint		Female		
Order			Dete			
Order			Date			

THE SALESMEN'S REPORT IS PRACTICALLY THE SAME AS THIS CARD WHICH IS FILED AT THE OFFICE

salesman likes that. In addition, if he doesn't get around to see them all he loses his bonus. All Barrett men are on a bonus which is based on their volume of sales and is not paid unless, in addition to making their volume, they complete all of their reports. This makes the system a positive check and keeps the men on their toes.

There are other advantages. In the first place, a salesman may feel that he has too small a territory-that there aren't sufficient prospects to make it worth his while. Once he receives his batch of reports from us he is better able to visualize the extent of his territory and gauge his activities accordingly. Still another advantage is this: How often a salesman writes in and says, "Gee, I didn't know you could sell our stuff to printers." By sending him reports on all prospects, printers naturally are included and the mere fact that they are indicates that they are prospects. You see, he can't overlook a single bet. He is unable to offer any logical excuse for not calling on this, that or the other concerns.

Let's get back to the duplicate

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Past Performances

HAS your business in the New Orleans market grown as steadily as The Times-Picayune?

The Times-Picayune's circulation, now at the highest level ever reached by a New Orleans newspaper, has maintained a record of consistent, healthy growth, year after year, of which any business might be proud and with which your business in New Orleans can keep pace.

That is the circulation the advertiser needs and buys—circulation as of TODAY—but past performances in circulation, taken over an adequate period, are, to the advertiser who plots the success curve on his advertising investment chart, unfailing indication of the trend of public approval.

Some Past Performances in New Orleans

Circulation, 1921-1926, of The Times-Picayune and the 2nd New Orleans Newspaper for the Period Ending:

0	Times-	Picayune	2nd Ne	wspaper
	D	S	D	S
March 31, 1921	72,349	90,978	63,896	85,617
Sept. 30, 1921	73,012	93,234	64,728	93,087
March 31, 1922	73,965	96,066	65,131	95,578
Sept. 30, 1922	73,275	97,770	65,168	100,212
March 31, 1923	77,609	103,381	61,902	96,075
Sept. 30, 1923	78,047	104,212	58,685	91,680
March 31, 1924	79,085	107,367	61,229	95,758
Sept. 30, 1924	79,351	107,824	58,922	91,661
March 31, 1925	79,458	111,366	61,935	91,329
Sept. 30, 1925	77,831	113,549	61,423	83,916
March 31, 1926	81,662	117,735	61,925	84,895
Sept. 30, 1926	83,904	119,308	60,781	83,115

The Times-Picanune

Members 100,000 Group of American Cities, Inc.

Representatives: Cone, Rothenburg and Noee, Inc. Pacific Coast Representatives: R. J. Bidwell Co.

cards retained at our office and onto which we post the information the salesman sends in on his original reports. You may wonder how this information can be of any use to us other than as a check-up to see that the salesman is making all his calls. That isn't all and in fact is a minor matter.

The information he sends us on his original report is vital to our sales correspondence department. Suppose we get an inquiry from one of these concerns requesting information and prices on our In the past all we equipment. could do was to write a letter explaining the adaptability of the lift-truck system or portable elevators under their conditions and then request them to advise us the nature of the products they wished to handle so that we might select from our stock of standard models, numbering over 200, the equipment best suited to their needs. All of that is now elimi-nated. In almost all cases where inquiries are received and no information given concerning their products we can refer to their cards and determine therefrom the size trucks, platforms and portable elevators suited to their needs. This is because our salesman, when making his call and report, determined this and advised us. We posted that information on the card and now have it for use.

Here is another use for the duplicate card: By referring to any concern's card we can tell how often our man has called back, the date of his call-back, etc. Of course, if he doesn't report his call-backs we can't post them but then, that will prove to be his hard luck-not ours.

B. F. Goodrich Company Reports Sales

Net sales of the B. F. Goodrich Company, Akron, Ohio, Goodrich tires, and subsidiaries, for the year ended December 31, 1926, amounted to \$148,391,478, against \$136,239,526 in 1925, and \$109,817,685 in 1924. Net profit, after charges and taxes and after crediting the account with \$5,000,000 transferred from contingency reserve existing as of December 31, 1925, was \$5,065,110. Net profit in 1925 amounted to \$12,744,447 and in 1924 was \$8,822,504.

Bankers to Discuss Savings Bank Advertising

Savings bank advertising will be discussed for an entire session at the Central Regional Savings Conference of

Central Regional Savings Conference of the American Bankers' Association to be held in Cleveland March 24 and 25. Bankers from seven States will consider bank advertising and its effects. Advertising problems will be discussed at the morning session on March 25. C. H. Handerson, assistant vice-president, Union Trust Company, Clevenand, and president of the Financial Advertisers Association, will talk on "What Is Association, will talk be Bank Selling?"

Other speakers and their subjects will be: "What Advertising Cannot Do."

Other speakers and their subjects will be: "What Advertising Cannot Do." John Price, advertising manager, Peoples Savings & Trust Company, Pitts Do. Special Purpose Savings Clubs Pay?" Dale Graham, advertising manager, Mississippi Valley Trust Commany, St. Louis; "The Bank Build-man as the Bank's Biggest Asset," F. R. Walker, Walker & Weeks, Cleveland, and "How to Cut Costs in Advertising," Julian Case, advertising manager, Dime Savings Bank, Detroit.

Chicago "American" Advances W. J. Parker and C. R. Deuel

Walter J. Parker has been appointed circulation manager of the Chicago Evening American and C. R. Deuel, assistant circulation manager.

Mr. Parker came to the Chicago Evening American eight years ago as circulation promotion manager, was later advanced to country circulation manager and then made assistant circulation manager

Mr. Deuel has been with the Eve-ning American for fifteen years, more recently as city circulation manager.

Beech-Nut Packing Net Profit The Beech Nut Packing Company, Canajoharie, N. Y., Beech Nut food products, and controlled affiliated companies, for the year ended December 31, 1926, report a net profit of \$2,012,222, after charges and estimated Federal taxes. Net profit for 1925 amounted to Net profit \$2,099,243.

Spear Carbon Company Appoints O. S. Tyson Agency

The Spear Carbon Company, Saint Marys, Pa., manufacturer of motor and generator brushes, carbon electrodes, etc., has appointed O. S. Tyson and Company, Inc., New York advertising agency, to direct its advertising account

Joins Meredith Publishing Company

John S. K. Hammann, formerly with the Scientific American, has joined the New York staff of the Meredith Publishnew York stall of the acreeming the stall of the acreeming Better Homes and Gardens in the New England and New York City territories. 927

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Why Is "Ask Me Another" Going Across With the Public

?

Because it answers the Whats, Whys, Whens, Hows, Wheres and Whos. The very formula of Success Magazine: the question mark is our symbol; Kipling's "Six Serving Men" is our theme.

Is Al Smith only a genial handshaker?

One of twenty features in the April issue.

SUCCESS MAGAZINE

GRAYBAR BUILDING, NEW YORK CITY

In the first four issues of

January, February, March and April—

compared with the corresponding issues of a year ago—

the advertising revenue

in

Delineator

showed an increase



32%

Every month, more advertisers

new to Delineator

are helping us to further

The Art of Gracious Living

The Greatest Issue of

Dairy Farmer

Ever Published

March, the first monthly issue of the new Dairy Farmer is by far the finest and largest we have ever produced.

Greatest in Advertising Volume—carrying more advertising lineage than the two semi-monthly issues of March 1926.

Greatest in Number of Advertisers—with thirty-three new advertisers.

Greatest in Circulation—going to more than 300,000 dairymen—50,000 more than the guarantee (sent to 1926 buyers of pure bred dairy cattle and other prominent dairymen.)

Greatest Number of Pages—almost double the number of any issue of a year ago, and perhaps more pages than have appeared in any dairy farm magazine ever printed.

The monthly Dairy Farmer represents the highest type publication in its field. Clearly, it is the foremost farm paper in every way to reach the more prosperous farm people—the dairy farm families of the entire country.

Uneeda Bakers Advertise a Housewarming

Invitation to Visit New Bakery Is Timely Introduction to Sectional Campaign in Newspapers

SINCE Monday of this week the National Biscuit Company has been playing host to the public of Los Angeles. The occasion is the opening of a new bakery, the first for the "Uneeda Bakers" in Los Angeles.

With everything in readiness

and the time anproaching for opening of the new bakery, an event which company officials considered to be of no small magnitude, preparations were made for the issuance of invitations. Early last week, George Oliva. advertising manager, left New York and hurried hurried across the continent so as to be present in Los Angeles to insure the smooth running of the affair.

The first announcement of the housement of the housewarming was made in full-page newspaper space. It gracefully acknowledged appreciation of the invitation to locate in Los Angeles, an invitation which, the copy stated, was extended in the form of steadily increasing or-

ders from the housewives of California for the products of Uneeda Bakers." As new neighbors, the company asked the public to visit its new plant any day during the week and see how its biscuits, crackers, cookies and wafers are made.

A picture of the new bakery was shown in this and the succeeding advertisements. One of the advertisements that followed the first announcement was headed "'Uneeda Bakers' are your Neighbors." The plant picture was shown at the top while down the right-hand side and across the bottom of the advertisement five boxes of the Uneeda products were reproduced. The copy told of the new bakery and what is made there. In the lower left-



THIS COPY STARTS A TWENTY-SIX-WEEK CAMPAIGN IN THE LOS ANGELES MARKET

hand corner, in smaller type, the invitation to inspect the bakery was presented, headed, "You Are Invited."

Appreciation of the invitation extended in these advertisements is indicated by the response being registered by the public which has been quick to visit the plant. Early in the week, throngs flocked to the bakery and no let up is expected.

The bakery, it is announced, will be open for public inspection

for two weeks, but those desiring to make a visit will be welcome even after this period and for as long as popular interest warrants.

This invitation copy, which continues through this week, precedes an extended campaign that will run for twenty-five weeks in newspapers within a fifty-mile radius of Los Angeles. In addition, outdoor bulletins are being used in a campaign which will emphasize the better service the new bakery will afford Uneeda customers. Twenty-four sheet showings are being used in the same territory that newspapers are used.

As a factor in the local news of metropolitan Los Angeles, the National Biscuit Company makes the most of its opportunity to stimulate interest by its advertising of neighborly felicitations. Having done this and thus created community interest, the second step in its plan is to follow through and feature the facilities of the new bakery, keeping its functions before the public and creating a desire for its products.

It believes that any special recognition given to users, such as an appeal to their pride or an evidence of interest in their convenience, will bring a response that will strengthen already established good-will.

F. G. Brownell Joins Buffalo

Agency
Frederick G. Brownell, formerly with
the advertising department of the Aetna
Life Insurance Company, Hartford,
Conn., has joined The Moss-Chase Company, Buffalo advertising agency. He
was at one time a representative for
System in New England.

J. F. Coulston with City Loan & Guaranty Company

J. F. Coulston. advertising manager of the Reliance Trust Company before its merger with the Ohio Trust Company. of Cleveland, has become associated with The City Loan & Guaranty Company, Cleveland, as manager.

The report of Mack Trucks, Inc., New York, and subsidiaries, for the year ended December 31, 1926, shows sales of \$69,032,203, against \$68,912.-183, in 1925. Net profit was \$8,852,453 after charges and Federal taxes, against \$9,468,269 in 1925.

Chicago Mayor Will Help Welcome O. C. Harn

William E. Dever, Mayor of Chicago, will be one of the speakers at a luncheon to be given in that city on March 17 in honor of O. C. Harn, newly elected managing director of the Audit Bureau of Circulations. The event will be in the nature of a formal welcome to Mr. Harn, who assumed his new duties in Chicago on March 1.

Chicago on March 1.

Other speakers at the luncheon will be Walter A. Strong, publisher of the Chicago Daily News; W. R. Dawes, president of the Chicago Association of Commerce; and M. C. Meigs, publisher of the Chicago Heyald and Examiner. Homer J. Buckley, chairman of the Advertising Council of Chicago, will open the program and introduce Wilbur D. Nesbit, vice-president of the William H. Rankin Company, who will act as chairman.

The event will be given under the direction of the Advertising Council in conjunction with the following organizations: Advertising Men's Post of the American Legion, Agate Club of Chicago, Agricultural Publishers Association, Atlaa Club of Chicago, Chicago Association of Commerce, Chicago Better Business Bureau, Chicago Newspaper Executives. Engineering Advertisers Association, Western Council of the American Association of Advertising Agencies, White Paper Club of Chicago and the Women's Advertising Club of Chicago.

Collins & Aikman Company Buys A. T. Baker & Company

The Collins & Aikman Company, Philadelphia, manufacturer of Ca-Vel velvets, has purchased A. T. Baker & Company, Inc., New York, maker of Baker Fastex velvet, velours, etc. Melville G. Curtiss, president of Collins & Aikman, will become president of the Baker company. A. T. Baker, Jr., who has been president of the latter organization, will remain as chairman of the bard.

Fleischmann Sales and Net Income Show Gain

The Fleischmann Company, New York, Fleischmann's yeast, reports net sales in 1926 of \$62,951,699, against \$56,645,813 in 1925, and \$46,442,691 in 1924. Net income, after charges and Federal taxes, amounted to \$18,464,578, against \$13,922,106 in 1925, and \$9,843.

To Market New Insecticide

The Little Brown Jug. Inc., Reading. Pa., a new corporation, has been formed to market a non-poisonous insecticide. H. H. Plowfield, formerly vice-president of the Colonial Chemical Corporation. Flyosan, is associated with the new husiness. in Ir.

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MoreSchools More Sales

Let's Sidestep statistics a mosider an idea through indirection.

We've all heard much about the "Youth Market"; and where there is youth there are schools! Now the idea—

Jacksonville (home of The Florida Times-Union) expanded with two Junior High Schools in 1925—and was compelled to build additions to both in 1926; besides, two more new High Schools will be completed this year, and another combination Junior and Senior High!

Nor do communities finance new school buildings without need!

You Cover Both Youth and Parent Markets when you use

The Florida Times-Union JACKSONVILLE, FLA.

What Can Be Done to Safeguard Unprotectable Ideas?

If the Idea Cannot Be Patented, Trade-Marked or Copyrighted, the Common Law Must Be Relied on for Protection

Washington Bureau PRINTERS' INK UESTIONS frequently arise regarding possible methods of protecting advertising and other material which does not fall into the classes that are registrable or patentable by the Government. Almost every day, material of the kind is submitted to the copyright office and the Library of Congress, or the Patent Office, and the officials of both organizations have studied with considerable interest the methods that the originators and owners have used to protect their ideas. Any number of people appear to be anxious to find out what may be done to protect an idea or something more tangible which ordinarily is not subject to protection by patent, trade-mark or copyright registration.

Probably the most frequently submitted material of the kind is in the form of advertising layouts. Many an advertiser has de-vised a distinctive layout, in order to set his advertisements apart from others and to identify them, only to find that the Government offers no service of protection. Usually, the more striking and attractive such a layout is, the more promptly does it attract the pirates. While the text and illustrations of an advertisement may be copyrighted, the general appearance and the effect of an original layout cannot be protected except by a simple method of taking advantage of the public's re-

Many readers of PRINTERS' INK will remember a most flagrant incident of the appropriation of advertising style and layout that occurred some years ago. The copy chief of a prominent agency devised a layout that was severe in its simplicity. The text was not illustrated; the copy was terse and rather brief, and force and emphasis were given to the argu-

ments presented by underscoring important and significant words.

The effect was so striking, though severely simple, that the remarkable attention value of the style was obvious. However, the value of the layout was due entirely to its uniqueness, and this value was completely nullified by imitators,

Theoretically, an advertisement of the kind in which is combined an original layout and style is patentable in the Patent Office, but, practically, it is very difficult, if not impossible, to get such a patent through the Patent Office. Although the applicant may have invented an entirely new arrangement of type, it is so difficult for him to prove his claim to the officials of the Patent Office that there is practically no hope of his

securing patent protection. It is necessary, then, for the owner of a new layout design to rely upon the common law for his protection, or on the reaction of the public to the advertisements of the imitators. If the original advertiser first used small publications for several months, and thereby used his original layout without attracting imitators, he might establish his rights to the design under the common law. However, the establishment of such a right would be problematical, and if the advertiser can use his original layout for a sufficient time without imitation, he can use the public's attitude as a very convincing argument in inducing his imitators to desist.

One of the Government officials who was interviewed, in discussing this phase of the subject, mentioned the experience of a large store which had used a highly individual form of advertising for several years. When it was noised about that the advertising was securing unusual results, a competitor adopted a layout in which

NATION'S BISINESS

March



₹ 1927

Ascendency by Glen Buck

TWhy the State is a Poor Business Man by Senator William Cabell Bruce T

The Ghost at The Desk by Sam A. Lewisohn.

Map of Nation's Business, Page 44



Published at Washington by the Chamber of Commerce of the United States

A HOMETER OF A MILLION CIRCULATION

Indispensable

"Because Nation's Business helps me so ably in the study of business from a national viewpoint, I consider it indispensable." — CARL R.

GRAY, President Union Pacific System.

First Again

During 1926, when Radio Advertisers all over the country adopted a policy of concentrating the bulk of their copy in the newspapers that had proven most productive, the Evening American led all Chicago newspapers in Radio lineage.

Here is the score for 1926:

Radio Lineage in Chicago Newspapers During 1926

EVENING AMERI	CA	N (6 da	ys)	532,106 lines
Daily News (6 da	ys)				454,999 lines
Tribune (7 days)					327,646 lines
Herald-Examin	ner	(7	days) .	231,778 lines
Post (6 days) .					80,693 lines
Journal (6 days)					16,415 lines

From which it is seen that the Evening American published far more Radio advertising than did any other Chicago newspaper.

Its leadership is based solely upon ability to SELL sets and parts. Experience has proven that the Evening American is far and away the best producer on Radio equipment in the Chicago market.

in Radio!

Here is another interesting table showing how Chicago newspapers gained and lost in Radio lineage during 1926 as against 1925:

EVENING AMERICAN (6 days) GAINED 50,532 lines
Daily News (6 days) LOST . . . 1,755 lines
Tribune (7 days) LOST 207,365 lines
Herald-Examiner (7 days) LOST 82,882 lines
Post (6 days) LOST 38,888 lines
Journal (6 days) GAINED 3,730 lines

From which it is seen that the Evening American made a substantial gain while every other newspaper, with one exception, lost.

Since Radio became an industry of major proportions the Evening American has been the most important sales factor in the Chicago market. It has played a leading part in building business for manufacturers and retailers who insisted upon RESULTS, rather than dealing with theories and conjectures.

CHICAGO MI AMERICAN

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One Out of Four Bought One









During 1926 at least one pattern was purchased by one out of every four subscribers to THE FARMER'S WIFE.

Textile manufacturers should particularly, and all advertisers generally, be interested in the only exclusive farm woman's publication that has so great reader interest.

If your product is sold through the jobber, the volume of sales is probably dominated by the farm women of America. There is only one magazine published exclusively for farm women.

FARMER'S WIFE

A Magazine for Farm Women

Webb Publishing Company, Publishers St. Paul. Minn.

Western Representatives Standard Farm Papers, Inc., 307 N. Michigan Ave. Chicago, Ill. Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

not only the illustrations, but the type face and general appearance of the advertisements were imitated. The original company was in the habit of advertising regular items; but the imitator sought the advantage of offering special bargains.

The result of this was that the advertising of the imitator sent several hundred people to the store of the original advertiser for the bargain items that were featured. The public was familiar with the form and style of the advertisements, and a great many people read them without noticing the signature. Of course, it is probable that if the imitator had continued long enough he would have injured the originator. However, the originator, when he observed the reaction of the public. had a careful count taken of all those who were brought to his store by the advertisements of his competitor. He then wrote a nice letter to his competitor, thanking him for the stimulation of business, and calling his attention to the number of sales made after the entire matter had been explained to the customers. imitation promptly stopped.

A similar incident recently occurred in Washington. One of chains of grocery stores started an aggressive campaign of specials, using advertising that was exceptionally distinctive in style and layout. Another chain copied the appearance of the advertisements, but the results were more profitable to the originator than This was soon to the imitator. discovered by the second chain, due to evidence furnished by the first, and the second chain is now using advertising that is very different in appearance from that of its

competitors.

An attorney who has had a long experience in trade-mark and unfair competition cases expressed the conviction that moral suasion of the kind, when it is possible, is far better than court action. The purpose of the imitator is to secure an advantage that will give him an unearned profit. But when he finds that being an imitator is

unprofitable to himself while it increases the profit of the original advertiser, he quietly ceases to imitate.

Titles of advertisements, booklets, books, movie scenarios, plays and many other works are not subject to copyright under the law. However, the courts have shown a strong disposition to protect under the common law those who adopt and use a title and are able to prove their priority. All court decisions in these cases are governed by the deception of the public and injury to the reputation and business of the original user. Therefore, in establishing a prior right to a striking title, it is well to anticipate imitation or infringement and to establish evidence of priority by advertising before the title is imitated.

WORD "MERCHANDISE" INTERPRETED

The term "merchandise" has been interpreted by the Patent Office and the courts in a manner which prevents the extension of Federal trade-mark protection to individuals and corporations which render only a service. Regardless of the fact that railroads, banks, advertising agencies. insurance companies and many other service organizations build up as great good-will values as any other commercial enterprises, their names are not subject to registration by the Patent Office. However, a method of indirectly protecting some of their names has been devised, and it involves Federal registration.

This method had its inception some years ago when the owner of a traveling circus attempted to register his name as a trade-mark. Although he had used the name for several years, and there was no doubt regarding priority, he was suffering from imitation. He found that the law did not provide for registrations of the kind. but it was suggested to him that he adopt the name of the show as the name of a magazine, to be published two or more times a year, and to be used in advertising the circus. This he did, and was successful in having the name

of his circus registered as the trade-mark of his little publication. He then threatened suit against his imitator, and his threat was all that was necessary to clear

up the situation. Since that time, several insurance companies and a number of other service organizations have secured trade-mark registrations in a like manner. Being owners of the registrations of their marks, to be used on a particular class of goods (magazines), they are at liberty to use their mark for other purposes, and they can protect them against infringements in their field. For instance, let us say that an insurance company has registered the name of its house magazine as a trade-mark. This name it also uses as a trade-mark on its Therefore, since house magazine is used to advertise the business, no other insur-

In this connection it is suggested that those interested consult the January 27, 1920 issue of PRINTERS' INK, page 17, which contains an article telling how the H. K. McCann Company, New York advertising agency, protected its trade-mark.

ance company could adopt the house magazine as a trade name

for its policies.

Probably there is as much pilferage of ideas in the field of form letters as in any other. Books have been compiled of effective form letters, and without even requesting the loan of the material. In one instance, the originator of a very effective form letter estimated that four or five different concerns had sent out more than a million letters which were almost identical copies of the original, and the originator received not one penny from the imitators.

All of this is undoubtedly due to the widespread supposition that form letters cannot be protected. They can, however, be copyrighted by the very simple procedure of applying to the Copyright Office, of the Library of Congress, in the manner prescribed by law.

Although single phrases are not subject to Federal protection, as a rule, a form letter that is copyrighted is protected against the adoption of a single phrase by another, if the phrase consists of the gist or spirit of the entire composition. This is the opinion of an attorney who has had much experience in the copyright field, and he also said that the copyright service offered an invaluable protection to advertisers who considered their form letters important.

One of the authorities interviewed said that while the evidence of priority in the inception of an idea is necessary for its protection, the idea itself is very difficult to protect. In other words, the law provides little or no protection for an idea until it is expressed in concrete and tangible form. Therefore, it is advisable to say little or nothing about an idea until its form has worked out and expressed. The next step is to investigate the several Federal services to see if the form is registrable or patentable. If it is not, then the originator or owner should collect all of the evidence possible to prove his priority, so that he may defend his ownership under the common law.

A service that was designed to furnish evidence of priority, in the case of stories and movie scenarios, is that offered by the Authors' League of America, and it is one in which Government officials are taking an especial interest. According to the law, an original literary production cannot be copyrighted until it is pub-This gives the author no lished. definite legal protection while he is attempting to sell his production, and in case of theft he must prove that he is the original creator of the work to secure redress under the common law. By depositing with the Authors' League a copy of his story, which is dated and acknowledged by an officer of the organization, the author is provided with proof as to his priority, should it be necessary for him to establish his rights in court.

The Silk Association of Amer-

500 orders 43 agency applications 22 department store inquiries

in one week from one advertisement in

The New York Times MAGAZINE

February 26, 1927.

The New York Times Times Annex New York

Last Sunday the Dishwashette Company, one of our clients, inserted a page in The New York Times Magazine, offering to send Dishwashette at an introductory price of \$6.85. Today is Friday, and we have already received over 500 orders which was more than enough to justify the page advertisement. But, in addition to the cash response, 48 agency applications have been received, and 22 department stores, as far west as Detroit, have either wired, written or telephoned, asking for quotations on the merchandise itself, and in five cases placing direct orders.

The response to this advertisement was so far in excess of what we could have expected that we, and the clients, are delighted with the results, and know that you will be.

Sincerely yours,

M. ROBERT HERMAN, Vice-President. ALEERT FRANK & COMPANY.

The letter above cites the experience of one advertiser in The New York Times Magazine, a part of the Sunday edition. Other advertisers obtain satisfactory, traceable returns.

The lowest rotogravure milline rate purchasable anywhere-for circulation of The New York Times high quality-for space in a medium strong in the confidence of readers.

Net paid sales over 650,000 copies.

The New York Times

The Times has issued a 32-page booklet on retogravure in connection with its exhibit of rotogravure printing new open to the public in The Times Annual 229 West 43rd Street. A copy will be mailed to those interested on request to The Times Advertising Department.

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ica, the National Confectioners' Association, and several other trade organizations have established trade-mark bureaus for the purpose of filing the trade-marks of their members. While the general purpose of this service is to advise the adopters of new marks regarding infringement, and to adjust differences among members who may be using the same mark in different parts of the country, there is no doubt that the service has an exceptional value in establishing priority for marks under the common law which cannot be protected by Federal trade-mark registration.

However, it should be remembered that no registry or service of the kind has, in itself, any legal power of protection. It merely furnishes acceptable evidence of the fact that the author claimed his exclusive ownership of his product on a certain date, or that the user of a trade-mark claimed priority of ownership on This evidence, a specified day. to be effective, must be used as a factor of moral suasion, or as evidence before a common law court.

Death of J. R. Woltz

J. Ray Woltz, vice-president since 1924, of the Brandt Advertising Com-pany, Chicago, died at Evanston, III., on March 8. For the last thirty years he has been engaged in advertising in the Middle West.

he has been engaged in advertising in the Middle West.

Mr. Woltz was advertising director of Farm Life at the time it was published at Chicago, although he always preferred to style himself "Farm Life's Hired Man." a title which he carried out by wearing overalls and a farmer's straw hat when soliciting advertising.

He was one of the founders of the Chicago Advertising Club and its president in 1910 and 1911. Two years later he was chairman of the convention committee for the Chicago convention of the Associated Advertising Clubs of the World. Prior to joining the Brandt Advertising Company in 1924, Mr. Woltz was vice-president of Critchfield & Company, Cheago. He was connected with nany philanthropic publicity campaigns during his long career. during his long career.

P. T. Flanagan, Managing Director, Canadian Gillette

P. T. Flanagan, secretary of the Gillette Safety Razor Company of Canada, Ltd., Montreal, in addition has been appointed managing director. He will continue to direct advertising.

History of Canadian Railway Used in Campaign

The history of the Canadian Pacific Railway Company forms the subject of an advertising campaign which that company has started in Canadian newspapers and magazines. The Ronalds Advertising Agency, Montreal, is direct

g this campaign.
The Northern Electric Company, Ltd. The Northern Electric Company, Ltd, is conducting an institutional campaign throughout Canada in which newspapers are the contribution that all the Canadian Provinces are making to the resources and wealth of Canada. This campaign also is being directed by the Ronalds Adventures. vertising Agency.

Graham Brothers Sales Establish Record

Graham Brothers, a division of Dodge Brothers, Inc., Detroit, made and sold more trucks and commercial cars in the more trucks and commercial cars in the month of January than during any previous January in the company's history, according to the company. Trucks and commercial cars shipped from all Graham Brothers plants for the first month of this year totaled 4,255, as against 3,765 in January, 1926, which in turn surpassed all preceding first months.

G. L. Sargent, President, Sargent & Company

George Lewis Sargent has been elected president of Sargent & Company, hard-ware manufacturers, New Haven, Conn. He succeeds the late Henry Bradford Sargent.

Ziegler Sargent has been elected vice-president, and Murray Sargent will fill the vacancy on the board of directors.

Cleveland "Plain Dealer" Appointment

William Tugman, formerly of the editorial staff of the Cleveland Plais Dealer, has been made financial advertising representative of that paper, succeeding Alton F. Baker, who resigned to become publisher of a newspaper in Eugene, Oreg.

Appoints Wilson & Bristol Agency

The Ransome Concrete Machinery Company, Dunellen, N. J., manufacturer of concrete mixing, paving and handling machinery, has appointed Wilson & Bristol, New York advertising agency. to direct its advertising account.

Harry M. Rubin Starts Own Business

Harry M. Rubin formerly sales man-ager of the Style-Center Tailoring Company, Cincinnati, has resigned to engage in sales consulting work at that city.

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Los Angeles - Examiner

5c DAILY

MARCH 10, 1927

10c SUNDAY

RECENT SURVEY SHOWS L. A. 3rd GREATEST RADIO MART

EXAMINER LEADS IN MAKING SALES

Los Angeles Examiner, carrying a radio-advertising responsibility in the Pacific Southwest virtually as great as that of all other Los Angeles papers combined, has lifted Los Angeles to third place in radio ownership in America, though the city is fifth in population!

There is probably no other newspaper in the country-at least, as far as we have been to discover—that shouldered a sales burden like this independently of other local media and so effectively. have carried the bulk of radio advertising in a territory and to have maintained that territory in the logical position its population and buying power would entitle it to, would be quite a job in itself, as any space-buyer would admit. But to literally lift the market by its bootstraps from a fifth place in population to a third place in buying, stamps the newspaper that did half the job as one of extraordinary resultfulness. Plus that, it definitely points to that newspaper's customers and readers as spenders of considerable means.

All of which are interesting highlights, among many others, of a survey of the radio situation in Los Angeles, just completed by The Examiner's Merchandising Service

Department.

A 100% check of radio outlets in Los Angeles, both wholesale and retail, brought out facts and figures that every radio manufacturer ought to have in his files, and which are available to those who request the survey on their letterheads.

CITY SAVINGS OF LOS ANGELES ARE DOUBLE NATION'S

S AVINGS Bank deposits for the City of Los Angeles are more than twice as great per capita as the average for the United States.

The figures are: United States,

The figures are: United States, \$211; Los Angeles \$448.

The national figure is from a report made by the savings division of the American Bankers' Association. The Los Angeles figure is from the total of savings deposits, namely, \$552,829,648 of the Los Angeles banks, as furnished in a clearing house report, divided by a million and a quarter population.

In the past six years the wealth in Los Angeles has increased more than two times. This is a rate sharply in advance of the rate of population growth.

growth.

The report shows 34 radio set manufacturers in the Los Angeles market, and gives a list of the leading wholesale and retail outlets, the retail price ranges, types of outlets and extent of radio business of each (117 out of 251 outlets carry complete lines of sets, accessories and builders' parts), makes distribution of through wholesale outlets, type of franchise granted. and other informative details.

One of the factors that helps maintain an even curve on the radio sales chart in Los Angeles is seen in the list of Los Angeles broadcasting stations. There are 17 of them, providing, at all times, even in midsummer a variety of radio entertainment that obviates the necessity of radio fans "fishing" for distance when it might be difficult to get it.

Largest morning and Sunday circulation West of the Missouri

The 10th of the Month is Cosmopolitan Day

A day eagerly awaited by more than a million and a half families,—lovers of good reading and of other good things as well.

This Month

4 Serials		A Woman Who Needed Killing	
		by Margery H. Lawrence	190
Dangerous Business by Edwin Baimer	2.4	Just a Homeless Man by Zona Gale	
The Mating Call by Rex Beach	66	A Mild-mannered Murderer	
The Bacchante & Robert Hickens	82	by E. Phillips Oppenheim	103
The Old Countess by Anne Douglas Sedgwick	94	9 Features	
12 Short Stories		An Untold Story of Mark Twain by Ople Read	28
Too Many Dreams by Wm. J. Locke	36	Rich Relations	
Lone Fountain by Owen Wister	40	by Charles Dana Gibson But Gentlemen Marry Brunettes	23
Love in Paris by Leonard Merrick	44	by Anita Loos	32
Why Girls Leave Home		Booze by Patricia Dougherty	34
by Rupert Hughes	50	Halan from Troy by Milt Gross	48
Romantic though Married by Arthur Somers Roche	54	Here's Where I'd Go if I Were ss by Irvin S. Cobb	72
The Tidy Toreador by Peter B. Kyne	58	The World's Wickedest Street	
The Bird in the Bush by Gouverneur Morris		by O. O. McIntyre	86
Resentions by Harrison Public	-,	With the Coolidges in the White House	
After Midnight		by Elizabeth Jaffray	88
by Adela Rogers St. Johns	74	Where Angels Fear to Tread	
Kiss in the Dark by Leffa Warren	78	by George Ade	98
Cover Design	by	Harrison Fisher	

Editorially, this April issue fairly sparks with a whole series of "high spots",—the newest and best in diversified fields.

On the more serious side, touching events of live popular interest will be found the story of the Chicago booze gang war by Patricia Dougherty 90

102

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98

and another instalment of the Jaffray series dealing "With the Coolidges in the White House".

On the humorous side, Anita Loos philosophizes that while they may prefer blondes "Gentlemen Marry Brunettes". Milt Gross continues his brilliant and comical studies of "Famous Fimmales from Heestory", Irvin S. Cobb and George Ade as usual contribute their popular humor.

In the field of fiction, four brilliant novelists and twelve of the world's best short story writers make this issue of Cosmopolitan one of outstanding merit. Note such names as Rex Beach, Owen Wister, Peter B. Kyne, Gouverneur Morris, and E. Phillips Oppenheim.

What better entrée to the best homes of America than with this great group of famous writers!

Which is one of the reasons advertisers find Cosmopolitan such an effective advertising medium.

Under the most favorable circumstances it carries the advertiser's message to a large audience, a class audience, an audience concentrated in the cities and urban places where it is easiest to do business with them—a primary medium reaching a primary market.



Let a Cosmopolitan representative complete the story.

Advertising Offices:

326 W. Madison St.
Chicago, Illinois
Gen'l Motors Bldg.
Detroit, Michigan

5 Winthrop Square
South St.
Boston, Mass.
625 Market Street
San Francisco, Cal.

While there seems to be nothing to warrant belief that the practise of advertising will ever become exact, in the sense in which a science is exact, the observance of certain fundamentals leads to profitable results with great regularity. Consistent adherence to this conservative principle during twenty-one years has established for this general advertising agency a record notable for average duration of accounts.

McJUNKIN ADVERTISING COMPANY

DOMINANT IDEA ADVERTISING
5 SOUTH WABASH AVENUE, CHICAGO

Quality or the Bank Account Suffers When Prices Are Cut

What Price Wars Do to Manufacturers and How Dealers Pay for Cut-Price Sales

By Jas. H. Warburton

Sales Manager, Marietta Chair Company

[EDITORIAL NOTE: An article entitled "90 Per Cent Price Selling—10 Per Cent Merchandising—the Furniture Industry's Record," by Mr. Warburton, appeared in the December 30, 1926, issue of PRINTERS' INK. In this article, Mr. Warburton discussed the dangers in February and August furniture alless in February and August furniture alless in Sellowed by a second story by another the Nort Held a Sale This was followed by a second story by another author entitled: "This Furniture Store Has Not Held a Sale for Sixty Years!" published in the January 20 issue of Printers' Inc.

Following the appearance of these two articles, S. Z. Moore, president of the Steinman Hardware Company, Lancaster, Pa., wrote to Mr. Warburton, commenting upon them. The following article is based on Mr. Warburton's reply to Mr. Moore's letter.]

AGREE with your statement that the manufacturer should bear his share of the brunt for conditions as they are. I feel, however, that the time is possibly somewhat far distant when the manufacturer will be in a position to control the resale price of furniture.

A manufacturer of a line of nationally advertised furniture, such as Berkey & Gay, Karpen or Kiel, might advertise the resale price and, in a measure, obtain adherence to standard price, but then only through restricted distribution. In other words, the manufacturer who tells his story to the public is in a position to establish in the minds of the public not only his line of merchandise but the correct prices thereof. The price cutter, then, can be easily spotted, particularly during special sales when comparative prices are advertised by the merchant.

But, on the other hand, take the several hundred furniture manufacturers who do little or no advertising. They might issue their price lists on the resale basis but they could not possibly control adherence to their prices. point is that the consumer has no way of knowing what the proper

price is on a product made by one of these non-advertising manufacturers, but in so many cases sold generally by retail furniture dealers, operating under their own

price policies.

To be more specific, suppose we consider the line manufactured by the Marietta Chair Company. We produce between three and four hundred different patterns, none of which is advertised to the consumer. Our advertising is strictly that of direct mail to the dealer. You can readily see that, should we set out to inform the millions of consumers on our line and correct prices thereof, the required appropriation would be out of all proportions. It would help but little to pick out of the line two or three or a half dozen patterns and advertise them to the public. The fact is, a general line like ours does not lend itself to consumer advertising.

Another angle is that of ever changing designs. The furniture manufacturer presents one line this year and about the time he is well under way in production on it he must start in to design a new line This situation for next year. would bring about another problem, viz., that of continually familiarizing the public with the manufacturer's line. He would no more than get his prices across to the dealer and the public than an entire new set of prices would have to be broadcast.

My conclusion, therefore, is: There are certain large manufacturers of furniture who produce more or less limited lines (as to number of patterns) but in large volume, who can advertise the resale price and in a large measure control their prices. On the other hand, the rank and file of manufacturers are either too small or

they produce too long lines, in more or less limited quantities of each pattern, to permit them to consistently tackle the problem

from the same angle.

The furniture manufacturer and the furniture merchant are aiming at the same mark, that of the consumer's buying dollar. If this is true, should we not work closer together? But if the manufacturer is to be awarded the re-sponsibility of leadership, his problem, it seems to me, would be that of selling the merchant on the proper policy. Again dealing with the concrete: Our policy at Marietta is that of not only producing a line of merchandise that is as meritorious as we know how to make it, for those markets which it is intended and priced on a basis that is fair to ourselves, the merchant and the consumer but we go a step farther. We tell our story to the merchant in such a manner that he, in turn, can tell it to the consumer.

Last year, during a period when price slashing, doubt and misgiving were rampant throughout the furniture industry, we adhered strictly to the one price policy. The result was a 34 per cent increase in sales over the previous year. It is evident, to us at least, that we are not only on the right track but that there is at least a fair percentage of furniture merchants in this country who prefer to do business with the manufacturer who keeps his feet on the ground and his vision focused straight ahead and can be relied

upon.

We hear a lot about "the survival of the fittest" and there has been, no doubt, and still is, a lot of squeezing out going on in the major industries. The automobile industry is very much in the limelight in this respect today. It is going to be interesting to watch the outcome. My humble opinion is that the industry that goes in for that sort of thing is going to find itself, sooner or later, up against a new assortment of problems. When the consumer is not considered of supreme importance at all times there is bound to be back fire.

Let me illustrate: Two years ago I bought a certain automobile. Two weeks later the price was cut \$350. What was the effect on my mind? Multiply my predicament several hundred thousand times, Last November I was in the market for a new car. I decided on the car I wanted but hesitated and finally made an issue of what might happen in the way of a price cut, shortly after buying the The dealer said: "Oh, don't fear that on this car. The Blank Automobile Company is adhering to a quality line and is not participating in the price war." I bought the car and two months later received a solar plexus blow of a \$500 cut. The next dealer who sells me an automobile is going to have one sweet time of it and is going to protect me against a price cut for a reasonable period.

NO CUT-PRICE HAMILTON WATCHES

Here's another recent experience, which presents a real argument on the other side of the subject. Last year we ran a sales contest. We offered, along with other things, two high-price Hamilton watches. The time came for us to buy the watches. I went to a local jeweler, who named the established resale price. Just to see what the outcome would be, more than anything else, I claimed that we should have a reduction in price, for these reasons: First, we were buying two high-price watches at the same time; second, we are large buyers of all kinds of equipment and supplies; we operate three large wholesale distributing houses, in which we sell most every kind of furniture and furnishings and could, no doubt, buy the watches through one of those branches at wholesale. What was the result? The dealer stood pat. He said: "When we run a special sale we cannot offer Hamilton watches during that sale at any discount You cannot buy a whatever. Hamilton watch for less than the established price." I made a little wager with the dealer that I could buy anything that is made from somebody at less than list price. I wrote to our Cincinnati man-

29 advertisers

marketing through the following trade channels are served by

Ruthrauff&Ryan Inc.

BOOK STORES BEAUTY SHOPS RADIO DEALERS GENERAL STORES GROCERY STORES LIGHTING COMPANIES 5 AND 10 CENT STORES **AUTO ACCESSORY DEALERS** MUSICAL INSTRUMENT DEALERS ELECTRICAL SUPPLY DEALERS MEN'S FURNISHING STORES MOTORCYCLE DEALERS PEPARTMENT STORES SPECIALTY SHOPS NEWS DEALERS DRUG STORES SHOE STORES

HE advertising for these manufacturers, among them some of the most important in America, represents 72% of the business of this agency—and our total volume in 1926 was by far the largest in our history.

HAT SHOPS

Our rapid growth in the general field and the unusual success of these accounts is due, in great part, to the knowledge of copy appeals and media gained from the expenditure of thirty millions of dollars on keyed copy—copy from which every dollar of sales is recorded—an experience in learning what to say to make people buy that is difficult to match.

NEW YORK-132 WEST 31st ST- CHICAGO-225 N-MICH-BLVD-

ST-LOUIS-ARCADE-BLDG-Established 1911

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ager and asked him to go to a wholesale jewelry house and buy the watches for less than list price. He went to a personal friend, but the result was that said jeweler friend turned him down, politely but firmly; stating that it was entirely out of the question, so far as the Hamilton watch was concerned. Then the jeweler proceeded to try to sell our Mr. Bischoff a competitive watch at a considerably lower price than list. the Hamilton we bought watches and paid the list price and were pleased with our investment. It was not only an interesting experience but it was really worth a lot to find another manufacturer who had established himself so firmly that his dealers would not violate their franchise by cutting the price, even under pressure.

I am convinced that the consumer is better satisfied and is better off when he buys a known product at a known price. Price cutting means one of two things, usually: The cut must either come out of the quality or out of the bank account. In either case the results are disastrous. only time that a price cut is justihable is when a manufacturer is making more than a fair return on his investment; or when he has reduced the cost of his product, through more efficient methods or increase in volume. procedure is normal and healthy.

The line of thought that I have attempted to unfold here is just as applicable to the dealer as it is to the manufacturer. Cut price sales in all merchandising lines have brought about a condition which is going to be most difficult to Consumers are being overcome. taught to buy price rather than serviceable merchandise. Seasonable buying is now the order of the day. Why should I buy an overcoat in October and pay \$60 for it (a nationally advertised brand, by the way) when I can wait until January and buy one for \$30 or \$35? My last year's coat will certainly serve me for two or three months of the winter and I can come out with a new coat the first of the year. actually happened to me this week.

If I could not have bought that coat until April, after all the cold weather is gone, the chances are nine to one that I would have bought it last fall, at the regular price. Multiply this experience several million times over and you have a perfect picture of the retail business today.

The consumer doesn't understand what it's all about. I've heard many men and women, who aren't engaged in merchandising pursuit, say: "Well, I just don't know when to buy, what to buy, or what to believe any more. I'll wait for the sales."

As I see the picture ahead, it is that of two roads: One leading to the right that is substantially paved, as a foundation for good, clean-cut business methods and progress; the other turning to the left, that has many detours and bumps and leads the Lord only knows where.

February Mail-Order Sales

The February sales of Sears, Roebuck & Company amounted to \$20,966,269 against \$21,422,557 for February, 1926, a decrease of 2.1 per cent. In the first two months of the year, sales dropped 2.2 per cent to \$43,046,542 from \$44,013,462 of last year.

Sales of Sears, Roebuck & Company for January were \$22,080,174, against \$22,590,905 in January, 1926, a decrease of 2.2 per cent.

\$22,590,905 in January, 1920, a decrease of 2.2 per cent.

Montgomery Ward & Company report February sales of \$14,184,130 against \$14,884,720 in the same month of last year. This is a decline of 4.4 per cent. In the first two months of the year the total sales were \$27,341,184 against \$30,111,666 of last year, a decrease of 9.2 per cent.

Sales of Montgomery Ward & Company for January were \$13,157,054, against \$15,266,946 in January, 1926, a decrease of 13.8 per cent.

Dishwashette Account to Albert Frank Agency

The Dishwashette Company, New York, has appointed Albert Frank & Company, New York, advertising agency, to direct its advertising account. Macazines and magazine sections of Sunday newspapers will be used.

A. V. Anderson Joins Young & Rubicam

A. V. Anderson has joined Young & Rubicam, New York advertising agency, to do contact work. He was formerly with the publicity department of the Edison Lamp Works of the General Electric Company, Harrison, N. J.

Eight Pages of Sports!

In Southern California, sports are indulged in every day in the year. There is no "closed season" for any outdoor event. Golf, football, tennis, polo, auto racing, swimming, are enjoyed constantly, while in the mountains, within a few hours of Los Angeles, skiing, toboganning, and skating are available during the winter months. Local and amateur sports are dominant, and Southern California has produced many world's-record holders.



The Los Angeles Times, being owned and edited on the spot, is able to appraise and satisfy local tastes. In sports, it specializes in local and amateur doings. Trained writers in each field, including many former champions, report these events exclusively for the Los Angeles Times. Its great eight-page Sunday sports section is the outstanding sports medium in Southern California.

Telling people what they want to read and emphasizing the wholesome, clean and constructive side of life, has given the Los Angeles Times its immense body of regular subscribers, the largest home-delivered circulation (see A. B. C.) of any Pacific Coast newspaper.

Los Angeles Times

Eastern Representative

WILLIAMS, LAWRENCE & CRESMER CO.

360 N. Michigan Blvd. CHICAGO 285 Madison Ave. NEW YORK

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to the Cincinnati Market The Main Entrance

If you want to sell goods in Cincinnati, tell your story to the TIMES-STAR. . . the medium by which all the buying power of Cincinnati may be reached . . . the main entrance to the Cincinnati The Cincinnati market is a natural one paper setup for advertisers. Here is a metropolitan market where one paper coverage is a fact.

yard-stick you wish . . . city and suburban circulation . . . foreign or local advertising . . . department store advertising. By any comparison the TIMES-Measure TIMES-STAR leadership by whatever

More than 500 important advertisers use the TIMES-STAR exclusively in Cincinnati. What

greater proof could exist that this great paper dominates its home market.

1926 is the greatest year in the history of the TIMES-STAR since its establishment in 1836.

In 1926 the TIMES-STAR showed a gain of 367,e430 lines of National Advertising over the peak

year of its history!
And not for one year or two . . . but for nine-teen years the TIMES-STAR has carried more advertising in six days than any other paper has in seven—by millons of lines!

STAR! Know the facts. Base your judgment on the information at the left. If you post yourself on the true situation, the TIMES-STAR will be Win the Cincinnati market with the TIMESyour choice of medium to move goods,

THE CINCINNATI TIMES-STAR

Member Audit Bureau Circulations

CHAS. P. TAFT, Publisher Eastern Representative: MARTIN L. MARSH 225 Fifth Ave., New York City, N. Y.

Phone Ashland 4331

C. H. REMBOLD, Manager

Western Representative: KELLOGG M. PATTERSON 904 Union Trust Bldg., Chicago, Illinois Phone Central 5065

71

A MARKET OF FORTY TWO MILLION PEOPLE!

Only partially developed, but rapidly getting more attention from manufacturers and advertising agencies. That is the status of the small town and rural market.

What will be your next advertising "buy" in this field?

Does a publication which turns down objectionable advertising interest you; whose circulation is net paid-in-advance, and is large enough to really do a good advertising job? Also where the rate is right?

The Household Journal is such a magazine. Circulation 700,000; rate \$2.75 per line.

HOUSEHOLD JOURNAL

IRA E. SEYMOUR, Adv. Mgr. - Batavia, Illinois

Chicago Office Rhodes & Leisenring, Managers Bell Building, 307 Michigan Blvd. Central 0937 New York Office
A. H. Greener, Manager
116 West 39th St.
Room 825

Charter Member of Mail Order Publishers Assn.

Find Out Why That Dealer Stopped Buying

Here Are Some Letters That Helped Bring Wandering Customers Back into the Fold Again

By Charles A. Emley

Sales Promotion Manager, De Long Hook & Eye Company

VISTOMERS come and cus-Comers go-in every business. The new customer is welcomed with open arms but, too often, the departing one is promptly forgotten. When a dealer stops buying, that usually ends his relations with the home office. The salesman probably calls a few times in an effort to bring him back into the fold, makes a report to the sales manager and then the matter is dropped.

But why did the dealer stop buy-There must be a reason for He may have a complaint which, while the salesman may not be able to straighten it out, could be settled to the satisfaction of all by someone at the home office.

The sad part of it is, a customer won't voluntarily tell why he left, and until his reason is known and his grievance, if he has one, is adjusted, there is small chance of getting any more business from him. Obviously, therefore, the first step to take in bringing an inactive customer back into the fold is to determine why he quit buying; and the best way to find out his reason is to write him a letter inviting him to make known his grievance.

About a year ago a certain firm changed sales managers. As soon as the new manager became acclimated to his job, he made a careful study of his firm's sales records. The study revealed that in 1923 many dealers who had previously done well with his firm's line suddenly stopped buying. In an effort to determine who or what was responsible for their "departure," the sales manager wrote each dealer this letter:

In looking over our sales records this morning I morning I noticed that you haven't bought anything of us since back in-Reing a new man on the job, I'm

naturally wondering what prompted you to desert us. Was it because of something someone here in our organization said or did? Won't you please give me all of the facts on the back of this letter?

If we're at fault, we'll gladly make the proper amends for we want your co-operation and wouldn't knowingly do or say anything that would cause you to desert us for even a short time. Here is a stamped envelope for the convenience of your answer, and I thank

The majority of the dealers who answered said they had switched to another line because of the treatment accorded them by the firm's collection manager. The sales manager promptly wrote the disgruntled customers that a new collection manager was at the helm and that a new collection policy had been inaugurated. As a result, most of the dealers returned to the fold.

A survey of the sales records of many firms would probably dis-close that dozens, perhaps hundreds, of dealers who once were good customers are now inactive; and usually no one knows why they stopped buying. Many of these apparently dead customers can be "resuscitated" with a letter like the foregoing.

At inventory time, four years ago, a happy thought struck the sales manager of the De Long company. "We're taking inventory in the factory-finding out how we stand as regards our physical assets," he ruminated. "I'm going to extend the inventory into the sales department-find out, if I can, why the dealers who haven't bought of us in some time stopped buying.' So he wrote each dealer who hadn't bought in at least a year this

This is inventory time with us. We're taking stock of a far more important item than Safety Pins, Hooks and Eyes, etc. We're taking stock of good-will—that intangible asset which represents the foundation of every successful business large was a really

represents the foundation of every successful business, large and small. Naturally, we're most keenly interested right now in those dealers who at one time bought De Long products but who are now on our inactive list.

Our records show that you are one of

Won't you tell us frankly why we have been denied the pleasure of serving you lately? Have we done or said something we should have left undone or unsaid? Have we failed to do or say something we should have done or said? Whatever the facts may be, we are eager to make amends—if we're to blame—and thus pave the way to an active relation.

thus pave the way to an active relationship with you again.

So, won't you tell us frankly on the back of this letter why you are not now handling the De Long line? The enclosed stamped envelope will bring your answer direct to me.

Thank you and best wishes.

This letter, one of the most resultful De Long has ever used, brought answers from 75 per cent of those to whom it was sent. The answers enabled the sales manager to straighten out many kinks and to persuade a goodly number of the erstwhile inactive customers to restock De Long products.

Every year we write a similar letter to all dealers who have stopped buying. Two years ago, for instance, we wrote all such dealers the following letter:

Mine is rather an odd job.

A few days ago the vice-president called me into his office and said "Jones, from now on it is your job to keep in close touch with as many of our customers and prospective customers as is

humanly possible.

"You know that we are trying hard to render all of our friends unimpeachable service. The firm that renders such service—gives customers what they want when they want it and helps them to sell what they buy—is bound to win out in a him way ultimately.

when they buy—is bound to win out in a big way ultimately.
"So go to it. Let our friends know that there is somebody here at the factory whose job it is to see that their best

that there is somebody here at the factory whose job it is to see that their best interests are served."

There is a bunch of cards on my desk among them yours. To me they are not mere pieces of cardboard with cold facts and uninteresting figures on them. They are personalities. Your card, for example, is you.

In the morning when I open my desk

example, is you.

In the morning when I open my desk it is like getting off of a train at a railway station preparatory to making a pleasant trip among a lot of friends with whom I am going to chat and for whom I am going to try to perform some useful service.

So, from now on I'll pay you a visit every little while. Maybe I'll come in the form of a letter or a booklet or a

folder. No matter how, please remember that it is just as much me as if I walked in personally.

I hope you will find time to write me a few lines before I call again. Your card shows that you haven't given us the pleasure of serving you in a long time. Are we to blame? If so, won't you tell us what error of commission or omission we've made? I'll do my level best to adjust your complaint, if you have one, to your satisfaction for we surely want to number you among our active customers again.

Would you like to have one of our latest catalogs? I'll gladly send you one if you say the word. And let me know if I can be of any special service

to you.

Best wishes.

This letter brought an avalanche of answers of which the following, from a dealer in Arkansas, is typical:

We received your letter of October 3 and were indeed very glad to read your interesting letter. The reason we say it is interesting is because it is a heart-to-beart talk about business, and that is what we like. You have a most interesting job and just to be friendly with you, we will ask you to send us one of your new catalogs. This will give us an opportunity to look things over and if there is anything we can do for you we will be read to do it.

we will be glad to do it.

We want to congratulate you upon this letter and feel that you should get plenty of business from it if others are as much interested in it as we are.

Every firm is naturally eager to add new customers. But in our enthusiasm to add new customers we should not forget the old customers who, perhaps because of a slight grievance, real or fancied, have deserted us. A real effort should be made to bring such customers back into the family, and letters like those used in this article should help materially to accomplish this result.

Eureka Vacuum Cleaner Sales Are Higher

Net sales of the Eureka Vacuum Cleaner Company, Detroit, for the year ended December 31, 1926, were \$12,023,483, against \$10,090,152 in 1925. Net income, after charges and Federal taxes, amounted to \$1,879,396, against \$1,626,602 in 1925. n b tl lo o J. G fi R

Herbert B. Benjamin, previously assistant in charge of institutional advertising of the Namm Store, Brooklyn, New York, has organized The Benjamin Service, advertising and sales promotion, at Brooklyn.

Letters the Jobber's Salesmen Will Read

Make Them Just as Interesting as Your General Advertising

By John M. Schlachter

T was a busy Saturday morning as such mornings have a habit of being-for the weekly salesmanship school was about to open in the Barkley Corporation, wholesale grocer, and the salesmen were hurrying to clean up a week's accumulation of business before the meeting. Brown, the sales manager was, therefore, in no mood to be interrupted by Henry Mithem when the latter brought a letter from a broom manufacturer and said: "That's the kind of letter a salesman likes to receive once in a while-look it over." Brown did-the message read:

Dear Sir:

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Dear Sir:

The recent fight between Jack Dempsey and Gene Tunney, to determine the World's Heavyweight Champion, affords a most interesting post mortem subject. Even if Dempsey had won, the subject would still be interesting.

Immediately after the fight most sport writers flooded the country with articles telling us what a terrible fight it was, but I am inclined to believe that they take this attitude simply because they predicted victory for Mr. Dempsey. They do not mind Dempsey's defeat nearly as much as the defeat of their dope. Rather vain, to be sure, but human, nevertheless.

human, nevertheless.

Jack Dempsey, Henvyweight Champion of the World and man killer lost his title to Gene Tunney, often called a title to Gene Tunney, often called a second-rate fighter by many critics. Ferhaps the Dempsey of old could whip the Tunney of today. That we do not know this: the Dempsey of today cannot whip the Tunney of today. And after all, that is all that is important.

is all that is important.

Regardless of the kind of competition a man is engaged in, he cannot loaf for several years and then, with but a month or so of preparatory work, come back as strong as ever. During that three-year rest period Jack Dempsey lost his speed, power, stamina and most of all, his fighting spirit. And what Jack Dempsey lost Gene Tunney gained. Gene was working and training and fighting while Jack was taking it easy. Result: we have a new World's Heavy-weight Champion, Mr. James Joseph Tunney.

Soon Mr. Jack Dempsey will be for-gotten by most of us. And why not? This world moves too fast to remember for long the champions of the past. We

are interested in the Champions of the present and future. Yes indeed, the champions of today and tomorrow and next week and years to come will con-tinue to hold our attention, but those past champions, great as they were, will past champions, great as they were, will be forgotten.

It isn't what you have been that counts, it is what you are.

Very truly yours,

MERKLE BROOM COMPANY.

Mithem commented: "All the other letters I have received from them for a year have talked Brooms, Brooms; 'we make more brooms than any broom manufacturer in the world.' But this one lets you read between the lines and makes a fellow see that he must keep up with the parade if he expects to move to the front -it's the best letter they ever sent to a jobber's salesman."

The following week the letter mailed by the Merkle Broom Company to distributors' men said:

Copy of Letter Sent Your Buyer Attention: Broom Buyer

Dear Sir: On October 1 we Reduced Prices on our brooms as shown by enclosed price

Since that time the continued rains have caused a great deal of damage to the new broom corn crop, resulting in a marked advance in the price of good broom corn such as we use in our brooms.

We may be forced, on account of the We may be torced, on account of the above circumstances, to advance our prices on at least our better grades of brooms. Allow us to suggest that you take advantage of these low prices while they last which we guarantee WILL. NOT BE LOWER before August, 1927. If you need some cheaper brooms, we will be pleased to quote you prices on application. application.

application.

If your salesmen need new samples, we shall be pleased to furnish them without charge. We have found that if our jobbers' salesmen carry samples they will sell twice as many brooms as those who do not. If your salesman list needs revising furnish us with the new names. We shall be pleased to send all our weekly letter to jobbers' salesmen. Hundreds of our wholesalers' salesmen are regained our weekly letter and profit. are reading our weekly letter and profit-ing thereby. It helps them not only

77

to sell more brooms, but other lines as well.

Very truly yours, Merkle Broom Company.

While this message again made use of a timely fact as a legitimate reason for a possible advance in price-it failed to reach the heights which the Dempsey-Tunney letter did. Nevertheless, it received a

careful reading.

Another concern which secured a wide reading for its letters to jobbers salesmen is the Woolson Spice Co. The series is known as Woolson's Sales Service and is originated each week by N. L. Schmidt, sales manager. While the company does much of its business direct with the grocer through its own corps of salesmen, it also does a large volume with jobbers in almost every State in the Union. The following letter is typical of the series. No salutation is used.

Saw a huckster this morning when we were on the way to business, with his wagon loaded with fruit and vegetables -a most appealing display it was. He was passing along a street flanked on one side by a huge warehouse, on the other by a ten acre potato patch. There was not a bouse within two blocks and still this huckster was going along, yelling at the top of his voice, "Potatoes, cabbages, tomatoes, oranges," cabhages, tomatoes, oranges."

The thought was ours that here was

wasted effort-a man trying to sell merchandise without contact with a cus-tomer. He was wasting his energy and sales ammunition in yelling to brick walls and a field. Better it would have been, had he reserved his strength until he came upon a street where there were houses and where there were possibili-ties of listeners and customers.

We could not help but liken this little incident to a salesman who makes his best sales talk in a smoking compartment of a train or in the lobby of a hotel or sometimes just to himself, which is just the same as the huckster calling his

wares where there are no customers.

Let us be sure when we present a sales talk that we have listeners and huyers.

A Woolson letter some time ago dealt with baseball. It stressed the importance of running out the hits and not quitting until the runner had been successfully disposed of -or, as the message emphasized, the signature is on the proverbial

Aunt Nellie's Farm Kitchen, Inc. uses another appeal to interest the wholesalers' salesmen—that

sending a sample to test the good. ness of the product. In its letter several sales arguments are pre-The letter follows: sented.

Dear Sir:

A grocery store is not a mechanical device for a slot machine turnover-it is a human institution serving people in a The more friends-

the better the business.

When we first introduced (
When we first introduc Garden Vegetables under the friendly Aunt Nellie label, we quickly discovered that this new mark meant more than identification. It was an arresting exclama-tion on the dealers' shelves. When women bought Aunt Nellie's garden peas or corn they found them to be as promised by the grocer and as the label read-uniform in quality and flavor. The second or twelfth can was just as good as the first can-which does not just happen in the canning business.

The procedure, in canning these products, is so very carefully planned that the long hauling and wilting delays are completely eliminated. These vegetables are fresh as they enter for selection, preparation and sterilization. They are handled quickly by the most modern machinery. And so they are fresh when your customer opens the can. Pleasing your trade with Aunt Nellie's brand means a substantial brand business done on its merits—a business that stays and a business that makes more friends.

Aunt Nellie's garden vegetable label identifies peas, corn, wax beans, beets and kraut—an unsurpassed line of steady sellers. And in order to give you palateproof of this quality and flavor, let us send a full size can of Aunt Nellie's garden peas to you as an individual.
Your wife will do the rest. She knows.
Just fill out the attached postcard and

drop it into the box.
Yours very truly,
Aunt Nellie's Farm Kitchen, Inc.

If you hope to capture the interest of the jobbers' salesman write him letters that point a moral, teach a new wrinkle in selling or permit him to draw the conclusion that you have the goods. Don't write once-write often, each week or month. Keep a steady flow of reminders coming at him. Reiterate-just as you do in your regular advertising. Then you can expect results.

David Pender Sales and Income Increase

The report of the David Pender Grocery Company, Norfolk, Va., chain-store operator for the year ended De-31, 1926, cember shows net sales of nst \$8,412,313 in cember 31, 1926, shows net sales of \$10,721,805, against \$4,412,313 in 1925. Net income, after charges and Federal taxes, amounted to \$292,390. against \$161,712 in the previous year. la.

Radio Announcement!

The New York *Telegram* now presents its radio programs in a complete, sane, understandable form.

Telegram radio programs now make it possible for readers to identify their favorite radio features and artists by name.

New York Telegram

A Scripps-Howard Newspaper

Represented by Dan. A. Carroll and Allied Newspapers, Inc.

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and 2,390. rear.

We have 6,700 feet of space to sublet on the 19th floor of the new Graybar Building

V/E have leased the entire 19th floor of the new Graybar Building, and have a little more space than we need at present. We wish to sublet a section on the western side to congenial tenants, publishers or advertisers preferred. Beautiful view, excellent light and air. high enough to avoid street noises, no smoke from lower buildings adjacent, close to U.S. Postoffice, express elevator service, and every modern convenience in this newest and largest of all modern office structures. Exceptionally smart location. Exceptional transportation facilities-subways, elevated, surface, and suburban trains. Building forms eastern entrance to Grand Central Terminal, at 43rd, 44th, Lexington Avenue, and Depew Place. Will sublet in large or small units, at attractive price.

Occupancy Before May 1

THE CONDÉ NAST PUBLICATIONS

19 West 44th Street, New York City

Tel. Vanderbilt 2400

Ask for Mr. Newman

ace



THE NEW GRAYBAR BUILDING

bids fair to be the publishing and advertising center of New York. Note tenants listed below

J. Walter Thompson Co.
H. E. Lesan Adv. Agency
The Lay Company, Inc.
J. M. Branham Co.
Barrows, Richardson & Alley
E. M. Burke, Inc.
Kelly-Smith Company
Rickard & Company
J. Albert Cavanagh
Dartnell Corporation
Success Magazine Corp.
Robert Gair Co.
Winsten & Sullivan, Inc.

Outdoor Adv. Corp.
Jules P. Storm & Sons, Inc.
Capper Publications
Internat. Adv. Assoc.
Woman's World Mag. Co.
Criterion Adv. Co.
Current Ideas Pub. Co.
Edward Lyman Bill Inc.
Consolidated Magazine Corp.
Standard Rate & Data Service
W. J. Tracy, Inc.
Gravure Service Corporation
Condé Nast Press

Condé Nast Publications

Join us in the Graybar
The Smartest Office Space in New York

How to Test Copy

With Particular Reference to the Proper Use of Coupons for This Purpose

By E. T. Gundlach

President, Gundlach Advertising Company

TT

COUPONS to test copy may be used by all advertisers who are not averse to direct inquiries. In spite of my strong advocacy of the coupon for certain types of advertisers, I confess that as a profit-maker, this device is of doubtful value on some propositions. But for purposes of tests on occasional advertisements it may be used even in otherwise doubtful cases and if there are no valid objections, the coupon may prove of great value as a touchstone.

There is no occasion to write anything urging mail-order advertisers to test copy. They all make these tests by counted replies; they literally build their businesses on these tests. But among "publicity" advertisers there is still many a one who fails to realize

his opportunities.

I am so deeply convinced of the importance of these tests that I have sometimes gone so far as to place several different advertisements on a pure dealer proposition in magazines offering a free booklet or a 10-cent sample or even inviting inquiries or sales by mail for the primary purpose of learning what kind of an argument best reaches the public, and then I have used that argument in other kinds of copy designed to sell goods through the dealer. Some of my among the publishers representatives would then comment on the "cheap" mail-order advertisement into which I had twisted a dealer publicity proposition, believing that I had chosen the mail-order advertisements as an end in themselves, when, in reality, I used them to teach me what kind of printed talk would best reach the public, something I might "investigatorate" and

theorize about for years but never really know without counting coupons.

The essence of tests by coupon-

counting is this:

Write copy "A" and tack on a coupon offering a free booklet—not some extraneous beautiful brochure to attract rubbernecks but a booklet to explain your offer on your merchandise—nothing more. A free or a 10-cent or 25-cent sample may take the place of the booklet.

Write copy "B" and tack on the identical coupon with identical typography and particularly the identical offer both in and around the coupon—not an iota of change except in the argument about the merchandise over and above the coupon—not a word more or different or differently displayed in any part of the copy that tells the reader about the thing offered in the coupon nor in the copy that tells the reader to send the coupon (All this is absolutely essential for a test.)

Place copy "A" in magazines number one, two, three and four the first month and copy "B" in magazines five, six, seven and eight the same month: Alternate the insertions the following month.

(This is a hard and fast way of placing. With wider experience, and very careful methods in reaching conclusions, much freer methods of making tests may be adopted, and deductions will yet be reasonably safe.)

Now, then: We have not the most remote idea (at least I have not) of the number of people who have seen an advertisement, nor of the number who have read it, as against the number who send the coupon. If 100 answered, perhaps 10,000 saw the brand name, or 20,000; and perhaps 1,000, or perhaps 500 read the copy and perhaps half, perhaps one-fourth or

The first article in this series of two appeared in the March 3 issue of PRINTERS' INK.

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"Sell it in the All-day Home Newspaper"



FIRST in the Golden Suburbs

New York's 50-mile suburban territory comprises The Golden Suburbs. Here is advertisers' richest pay-dirt. It assays more to the advertising dollar than any other region in the world.

In this territory alone the Sunday New York American has a circulation of 274,725 more than all three other standard Sunday newspapers combined—more than all New York standard weekday morning newspapers combined—more than all New York standard evening newspapers combined. In Westchester, Suffolk and Nassau, the three richest buying counties in America, the Sunday New York American goes into as many homes as the next two standard Sunday newspapers added together.

The Sunday New York American's concentrated circulation dominates everywhere in and around New York. Readers pay 10 cents for it—double the price of other Sunday newspapers. Its suburban coverage is unrivalled. Write for further information on The Golden Suburbs.

Sunday New York American

"The Backbone of New York Advertising" Sunday A. B. C. 1,063,341

NATIONAL ADVERTISING DEPARTMENT

NEW YORK 1834 Broadway CHICAGO 35 E. Wacker Drive

BOSTON

THIS FAMILY "TUNES I



ORE than \$24,000,000 annually!
That's what the members of the Great
Herald and Examiner Family spend for
radio sets and equipment . . . a practical
demonstration of their interest in radio!

Their response to advertising is immediate and fruitful, as a group of Chicago Sonora radio dealers have proved. Six full pages published in the Herald and Examiner during November and December completely exhausted their (and the factory's) stock of Console receivers!

This Great Family represents a city within a city . . . five million people every Sunday, and a million and a half daily.

NATIONAL

S I ITH \$24,000,000 YEARLY!

They are a desirable Family of open-pursed, free-thinking folk . . . youthful, virile people whose interests and buying instincts are modern.

Every year they spend \$1,500,000 more to read your message in the columns of the Herald and Examiner than they would have to pay to read it in the other morning and Sunday newspaper. That's true acceptance spelled in dollars!

A Herald and Examiner representative who knows this Great Family, and the best way of winning its confidence, will arrange an introduction at your request.



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here isn't a thing that they don't buy

Make them your customers.

CHICAGO HERALD and EXAMINER

The Largest 3c. Morning Newspaper Circulation in America

The Largest Sunday Newspaper Circulation in America

VERING DEPARTMENT

T. C. HOFFMEYER Monadnock Building SAN FRANCISCO

Feminine Appeal ~



SSENTIALLY a city of homes, those things which go to make the home better have a particular appeal to women of the Greater Milwaukee area.

That is one reason for the tremendous appeal of the Cooking and Home Makers School annually conducted by The Milwaukee Sentinel. Thousands of housewives, responding to the invitation of their chosen newspaper, pack the vast auditorium for each of the five sessions to see and hear of the newest things in foods and home appliances. These women are equally responsive to the messages of advertisers appearing in

MILWAUKEE SENTINEL

Having by far the largest circulation of any morning and Sunday newspaper published in Wisconsin

National Advertising Department

W. W. CHEW W. H. WILSON W. W. CH 285 Madison Av. Hearst Building 1035 Little

B O S T O N SAN FRANCISC W. W. CHEW T. C. HOFFMEYE 1035 Little Bld. Monadaock Buildin





one-fifth of the 1,000 or 500 were nartly convinced; any estimate will do for the purposes of this argu-On the numbers who merely saw the brand name of advertisement "A" vs. advertisement "B" we have no deductions -if the purpose were merely to get the brand name before the public, then neither copy "A" nor copy "B" should have been written; for we are discussing here only copy that is designed to argue, and to arouse interest and partly or completely to convince. It is important to realize that many who did not send an inquiry read the copy; and if it be true that 500 read it and fifty answered we may picture nine prospects or inquiries at the store for every inquiry we get. That is an estimate of course, or really a mere guess.

But this does follow with inexorable logic does it not?—that if copy "B" pulled twice as many replies as advertisement "A" on the identical offer made in the identical way, then copy "B" aroused the interest of twice as

many people.

One hundred replies vs. fifty replies means twice as many interested, and if we accept the guess that 10 per cent of those interested write for information then copy "B" was read by 1,000 vs. the 500 who read copy "A"!

And what made that difference in number of readers? Obviously the one thing that was different in the advertisement "B." If it was a difference in headline only, then that headline caught the attention of twice as many people (assuming the argument in the headline was not different than that of headline "A.") If it was the same headline and a different argument, we have a still more valuable deduction; for then we know that the argument itself (without catching the eye any better) sufficiently convinced twice as many people so that they wanted to know more. We have then learned something of vital importance not only as regards future advertising of this particular product but also as regards a new sales talk to be instilled into salesmen and dealers!

And so likewise if there were other changes in advertisement "B" as against advertisement "A," for example, an appeal to both men and women as against an appeal to men only or any one of many other variations, then we now know this: Whatever was the fundamental variant in advertisement "B," was and is the cause for the immediate interest of twice as many people? Not 100 vs. fiftyl but perhaps 1,000 vs. 500, possibly 5,000 vs. 2,500!

An alleged qualification: Copy "B." while making the identical offer in identical typography, may have made stronger claims for the goods, let us assume excessive claims, thus resulting in more replies; but not really meaning a better piece of ultimate selling copy. The answer: Let us admit that the method of testing copy by means of coupons tempts the copy writer two ways: First by an excessive typographical display of the "free" coupon good for a free booklet (which I carefully barred in this test) and second by writing "stronger" copy designed to arouse more immediate interest.

But the question of loud claims in order to get quick sales as against conservative statements, which may (or may not) bring a steadier business, remains exactly the same whether the advertiser tests the copy or does not. If he gets more mail inquiries for the "stronger" copy, he would get (untraceably) the same proportionate increase of inquiries at stores. Whether the policy of "stronger" or "conservative" claims should be followed remains for decision by the bead of the business; only a long experience in seeing the sales sheet will tell him anything. In fact, by going to the additional expense of tracing the dealers" orders from mail couponinquiries, the advertiser may get some idea of the relative value of the inquiries:— I for one, from long mail-order experience, suspect that an identical offer, irrespective of copy claims will bring almost a constant percentage of orders; the cost of inquiries, as further explained below, being the one great variable.

However that may be, it is surely not to be contended that the advertiser will know better how much to claim for his goods because he does not count coupons and because therefore he does not know what best arouses immediate public interest. Hence this particular objection to coupons, as frequently expressed, seems to evolve itself into the

argument of an ostrich.

To go further on tests: After advertisements "A" and "B" have been run, let us not be content. Take two more steps immediately:

Write and place advertisement "C" with quite a different appeal from either advertisement "A" or "B" and place "C" tentatively for a comparison with heavier placings of "B." The experiment should not be wild; common sense must be at the root of advertisement "C." But the mere fact that it does not look like a good advertisement or that salesmen know it won't pull or "advertisement "B' is good enough"—no such reasons should deter the advertiser from proceeding immediately with advertisement "C."

The other step consists in revision of the details of advertisement "B." Let us say advertise-ments "B-1" and "B-2" and "B-3," all similar to "B," but with vital changes here and there; examples: cut out of advertisement "B" some of the argument and use enlarged illustrations, calling it advertise-ment "B-1;" or reduce argument in advertisement "B" and insert many testimonials, calling it advertisement "B-2." Compare these variations of advertisement "B." Furthermore, if advertisement "C" or "D" or "E" should prove better than advertisement "B" then comparisons variations of the better advertisement, always by means of mailcoupon tests, with conclusions reached only after ample verification.

If coupons are tacked to each advertisement for a genuine test to see what kind of an appeal reaches the public best, and not with the idea of out-rivaling the coupons from a previous advertisement then the test is absolute—a positive indication of the state of the public mind, sometimes also the one safe guide for the kind of a sales talk the advertiser should give the public.

And we may be sure of this as proved by all mail-order experience; when by our tests we have struck the keynote of an appeal, it will be many months, perhaps many years, before that basic appeal wears out. Constant frittering and groping for something "nifty" and original is one of the various errors of the theorizing publicity advertiser who never gets into direct touch with his purchasing public.

We may also be sure of this:

the number of inquiries gives the clew almost completely. We need not check back for comparative purposes on an identical offer the number of orders received from these inquiries. That is to say, it is not necessary in connection with rough estimates and except for the purpose of satisfying an advertiser, it is at best an expensive and inaccurate process to try to trace the value of these inquiries down to the time when the dealer converts that inquirer into a buyer. My reason for this broad statement is the following:

The percentage of orders, as has been well established in the mail-order business, from any given number of inquiries as against other inquiries from several different magazines if obtained on an identical offer identically displayed, will not vary greatly. The big variant is the cost of inquiries.

All mail-order experience where

both cost per inquiry and cost per order are checked from day to day. Why? Because the verifies this. process of sifting out from a mass of readers those who are interested in the proposition has already been largely accomplished when we get the inquiries; for example, if I advertise a tractor in a men's farm paper and also in a women's paper and I get the inquiries at the same cost from the women's paper, then I have at the same cost tractor prospects, no matter whether they came from the women's magazine or not: they are inquiries for tractors and not for millinery. The observation on the fundamental equality of in-quiries is subject to considerable yet surprisingly slight variation in

the following:

For every advertiser whether selling a tractor or offering a face cream by mail, the comparative cost of the inquiry is an approximation of the comparative value of the medium; and furthermore (always provided the offer is identical even if messed up with an offer of some extraneous gifts such as a beautiful brochure or

the case of lower grade papers on

high-price propositions; but on the whole we may safely conclude

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an overplayed free sample) the comparative cost per inquiry on copy when averaged in a number of different mediums on an identical offer is an absolute index of the comparative value of the copy, at least so far as concerns the immediacy of that value.

Then gradually a new light dawns on the campaign of advertising—the bunk about psychology, and the quacking of the theorists is displaced by hard mathematics, simple figures that establish for each advertiser the best appeals in general and to some degree in detail, for his particular business.

What Is Reader Interest?

READER interest is best determined by reader responsiveness, in the opinion of Gilbert H. Durston, advertising manager of the Mohawk Carpet Mills, Inc., Amsterdam, N. Y. His reasons for this belief were briefly outlined before a recent meeting of the magazine group of the Advertising Club of New York.

"I don't know whether I can reveal the inner secrets of the sanctum sanctorum," Mr. Durston in reply to an inquiry, "but I am inclined to bunch a lot of things, including reader interest, into reader responsive-ness. After all, that is what the manufacturer is looking Reader interest may, of course, be artificially developed. Some magazines have been accused, I believe, of so writing their editorial matter as to encourage responses from the readers. To me that isn't altogether a disadvantage because, to a certain extent, it is training the readers of that magazine to be-come responsive."

Mr. Durston also was questioned regarding the recent appearance of price in Mohawk Carpet advertising. The reasons for this were explained as follows:

"Our problem for the last year in our particular account has been more to build up a consumer identity than it has been to sell a specific number of rugs. Lately, however, we were accused of high-hatting some of our rural friends with our prestige copy and, with the rural and small-town publication that we are using we have, with the current issue, adopted a new style of copy which has a considerable direct selling appeal.

"It contains as part of the copy, specific patterns of rugs with the approximate retail price. Any manufacturer, of course, is always faced with the difficulty of stating the retail price owing to the impossibility of maintaining a retail price level, and it is generally an issue which is dodged by manufacturers who do not very closely control the avenues of their distribution."

E. G. Seubert Heads Indiana Standard Oil

E. G. Seubert, for many years with the company, has been elected president of the Standard Oil Company, Indiana, to succeed Dr. William M. Burton, who has retired, but who will continue to serve as a director. Mr. Scubert joined the company when he was fiften years old. In 1919 he was elected a director and secretary-treasurer, with the additional title of vice-president being vestel in 1920.

Co-operative Campaign for Portland Grocers

An advertising campaign using newspapers, poster-boards and direct mail will shortly be started by the Better Service Stores, Inc., which was recently organized by 140 grocers in Portland. Oreg. The Portland office of The Western Advertising Agency, Inc., will direct this advertising.

W. L. Jacoby Heads Kellogg Switchboard Company

William L. Jacoby has been elected president and general manager of the Kellogg Switchboard & Supply Company. Chicago, manufacturer of telephones switchboards and exchange equipment. He was formerly vice-president of A. G. Becker & Company, Chicago investment banking firm.

H. G. Anderson Returns to Blackman Agency

Harold G. Anderson, who has been engaged in advertising agency work at Tampa. Fla., has returned to The Black man Company, New York advertising agency, with which he was formerly associated.

Advertising Copy is Doubly Effective When it is Heard

WORD-OF-MOUTH advertising has won as much good will for advertisers as any other means of expression.

Word-of-mouth advertising travels fast in the small towns and on the farms. There people are on common ground. Confidences are exchanged. Affairs are discussed with frankness.

Word-of-mouth advertising gets a real start in the Country Newspaper, and the Country Newspaper keeps it circulating.

The Country Newspaper mirrors the life of its community. It is closer to its people than any other medium. It is read thoroughly by more than 50 million buyers who have a common interest, who are communicative, and whose buying hopes and habits are known to each other.

Through the Country Newspaper you can cover the entire small town and rural market—or any section or part of it you may desire.



AMERICAN RESS ASSOCIATION

Represents 6,525 Country Newspapers-471/2 Million Readers

Covers the COUNTRY Intensively

225 West 39th Street, New York City

122 So, Michigan Avenue CHICAGO 68 West Adams Avenue DETROIT

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Has It Fire? Has It Feeling?

Ask That of Every Advertisement You Consider Publishing

A FOREMOST judge of advertising gives this as his rule for weighing the value of an advertisement, which seems to be a good one:

He says that he starts by looking for a certain two qualities in every advertisement submitted to him, qualities which without exception have characterized every great salesman he has ever known. If the ad lacks those qualities, he rejects it.

He calls them "Fire and Feeling." Elements which, possessed, make one man a super-salesman. And lacked, another a misfit. Which make one ad sway millions to buy. And left out, make another a costly mediocrity.

But what are they?

Not boast or bombast. For the whispered word is often more potent than the shouted.

Not merely words. But words that start a Train of Thought in a "prospect's" mind. Not "clever" headlines. But headlines that GRIP THE INTEREST of the millions. Not merely pictures. But pictures that SELL GOODS.

And—above all—those elements all in compelling combination. Headline, "story," pictures, type, and arrangement—combined with the "Fire and Feeling"

that leave the same impression on the reading millions as the master salesman leaves on his prospects.

Anyone with the slightest knowledge of advertising can discern quickly whether or not an advertisement embodies those essential selling factors.

If dramatic headlines are set in weak type, change to bold type. For weak type may take the words' drama out.

If weak headlines are set in strong type, get other headlines. For strong type will not make weak words convincing.

If poor illustrations interfere with the drama of your ad, get others before you publish it. That may save you thousands.

If the copy doesn't grip you with its interest; if its words are just so many words that fill space—try again.

There is "Fire and Feeling" in every product. Fire and Feeling that can be brought out in its advertising.

Ads with it surpass the other kind in sales results. And sales results are the common sense goal of advertising.



LORD & THOMAS AND LOGAN

ADVERTISING

CHICAGO
400 N. Michigan Avenue
LOS ANGELES
1151 South Broadway

NEW YORK 247 Park Avenue WASHINGTON 400 Hibbs Building LONDON
Victoria Embankment
SAN FRANCISCO
225 Bush Street

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.

pea at sale

ON COMPETITION

Manufacturers used to whisper in club corners about their competition. By "competition" they meant the other manufacturers in their industry.

Today the alert manufacturer cooperates with the other units of his industry for the common good. He knows that his direct competitors are, after all, of only secondary importance—that his primary competition is any other industry which may take the dollars that his industry is after.

The choice always lies with the consumer. He may decide between a piano and a motor car—or new furniture and more bonds—or a summer cottage and higher education for his daughter. All represent competing human desires and all compete actively when sales are made. It is not, for example, primarily a matter of which trip to Europe, but of whether a trip to Europe.

There are just so many dollars in the average man's purse. The manufacturer who calls early and often and persuasively gets the best cut. Advertising helps control the competition of human desire.



CALKINS & HOLDEN

247 Park Avenue NEW YORK

Should Producers Help Dealers Fight Chain Competition?

Some Remarks about Buying Inspired by Present Troubles of Jobbers and Retailers

PABST CORPORATION MILWAUKEE, WIS.

Editor of PRINTERS' INK:

Some few weeks ago an article appeared in PRINTERS' INK that described at length the success a Buffalo whole-sale grocer had in organizing some independent retailers into an association who, in turn, bought their product from this wholesaler at a certain discount. This was done, as we remember, to combat the inroads the chains are making on the independent retail grocers.

I have misplaced the copy of PRINTERS' INK in which this article appeared in the company of the copy of the co

I have misplaced the copy of Pararras' Ink in which this article appearad and would appreciate it very much if you will send me another copy of this. Thanking you in advance for your assistance in this matter, we remain,

PABST CORPORATION
C. R. BONN,
Sales Manager, Cheese Division.

THE article referred to by Mr. Bonn has to do with the experiences of Granger & Company, a Buffalo wholesale grocery house, in promoting their so-called "Arrowhead" store idea. If retailers will agree to handle the company's Arrowhead brand of merchandise and will give it all their business in those items, the company will undertake to make the buying cost such that the dealers will be able to compete with the chain stores on a price basis and still make a satisfactory profit. The jobber also will aid the retailer in selling, through supplying an elaborate scheme of dealer helps.

This Granger & Company plan, with the workings of which that organization professes to be entirely satisfied, is an attempt to strike at the very roots of the independent grocer's biggest obstacle in competing with chain stores. Perhaps the scheme will work out. Anyway, it will be something interesting to watch, in as much as the small dealer appears to be rapidly approaching, if he has not already reached, the absolute crisis of his existence. His buying power is so much smaller than that of the chains that he simply cannot compete with them in a price way and remain in business.

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On many commodities, including not a few generally advertised items, the chain can afford to sell at prices lower than the small

dealer's buying price.

It is not at all surprising that Granger & Company are going to such unusual limits to make it possible for the dealer to own his merchandise at a smaller laid down cost. Jobbers have fully as much interest in successfully combating chain-stores competition as has the smallest retailer. They cannot expect to sell any appreciable amount of merchandise to the chains, because the latter's buying capacity is even greater than theirs. chains can offer merchandise to the people at a price no larger-and often, indeed, smaller-than the jobber can sell the same goods to the independent retailer.

MANY EXAMPLES

A multitude of examples could be set forth, in both the grocery and drug fields, to prove this statement. A drug chain with several hundred retail outlets approaches a manufacturer with a proposition to stock his product. Through sheer weight of quantity buying, the chain will ask for at least the jobber discount. It does not get it through any desire of the manufacturer to play favorites or because the manufacturer is afraid. discount is given in accordance with the workings of pure economics and is entirely legitimate and profitable for both parties. But-and here is an advantage which the average jobber cannot even hope to get-the chain may be buying such a huge quantity that it can get an additional 5 per cent for advertising and from 3 to 5 per cent for extra commissions to clerks. These two items in themselves represent a pretty Thus it will be seen that profit. the chain can, if it so desires, offer the item at retail for a price just

a few per cent lower than even the jobber pays for it—and make a satisfactory profit.

The drug jobbing houses are running around in circles trying to find a way to defeat all this. They are bringing out private brands, offering extra discounts on advertised goods and are going to un-

precedented limits to help their re-

tail customers sell.

Conditions in the grocery field are much similar. Hardware jobbers and general merchandise jobbers are affected the same way. They simply cannot compete with the chains under the present condition. Some of the foremost jobbers in the country in the three lines just mentioned closed 1926 with quite a remarkable decrease in net profit over 1925. If we were at liberty to give the names there would be genuine amazement as these organizations are well-known, wealthy and powerful.

CAUSE OF THE DIFFICULTIES

Their difficulties are not the result of unfavorable business conditions, as some people mistakenly believe. They come from the rise of the chains and the steadily decreasing buying capacity of the independent retailer. It stands to reason, when the whole proposition is carefully analyzed, that these things should be.

What is the answer?

One of the officials of a large organization in Chicago which has built up a hugely profitable business out of supplying syndicated advertising and display matter for retail stores, told us just the other day that in his opinion both the jobber and the small retailer were doomed. He could see nothing else but that the downward trend in these lines would continue until the bottom were reached—then the crash!

We do not subscribe to this view, as we have stated many times. But we do believe that there will be a very pronounced mortality among jobbers and retailers during the next few years. Under the present scheme of things there are too many of both. Sentimentally, this is sad to behold.

Practically, it will be an exceedingly good thing for business as a whole. Waste effort will be reduced, the people will be able to buy merchandise at a correspondingly lower price than is the case now and all concerned will get a more satisfactory profit. Jobbers, if they remain in the picture, will have to combine in larger units. Retail stores must do the same.

There has been a great deal said about the splendid merchandising methods of the chains and their efficiency in general storekeeping and selling. But it is a mistake to ascribe their present powers to these qualities. It all is a matter

of buying.

If an organization can handle a large enough quantity so that its buying cost will be no greater than competitor's selling price. plainly something more than good selling will have to be done to even up the difference. Some way has to be figured out so that the independent retailer can own his merchandise at a cost not so far in excess of the chain's cost as he now has to pay. If the differential can be worked down, the independent then will have natural advantages enough to come sufficiently near to equalizing the difference. With this purpose in view, literally hundreds of retail buying organizations have come into life all over the country. They pool their purchases and get quantity prices.

Their plan is not perfect but it represents a good beginning and something intrinsically sound is certain to be worked out.

Manufacturers, generally speaking, are sympathetic to the centralized buying idea. They are not much more enthusiastic than the jobbers as they contemplate the fair possibility of the country's retail business being absolutely dominated by the chains. They can be depended upon to do their full share. But they cannot be expected to give quantity prices to retailers unless quantities are pur-

chased.

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A Million and a Quarter People Spend \$719,950,000 a year in the Retail Stores of Los Angeles.

This is a higher expenditure per capita than any other city of its size in the world.

To successfully enter this rich field requires a most careful study of the buying habits of these people. The Los Angeles Evening Herald, through its complete and most efficient Merchandising Service Department, is constantly assisting business institutions, both large and small, by placing at their disposal complete, accurate and impartial information on all phases of this great market.

The Dealer Herald, published in the interests of Evening Herald advertisers, reaches and is read by over 18,000 retailers monthly nearly all right in Los Angeles and its immediate suburbs.

IN LOS ANGELES-BY ALL MEANS USE THE

EVENING HERALD

Representatives

San Francisco
A. J. NORRIS HILL
610 Hearst Bldg.

JOHN H. LEDERER 910 Hearst Bldg. New York HERBERT W. MOLONEY 604 Times Bldg.

of the manufacturer in grinding down the small retailer, simply do not know what they are talking The manufacturer soon would be in the hands of the sheriff if he were to try to carry the load of ten retailers who are in business where there ought to be only one, who buy their goods in small quantities and yet who call the manufacturer a robber and other choice names because of his alleged catering to the chains. He is not catering to anybody. He is simply granting quantity prices to those who earn them-to those who buy sufficient merchandise from him to make the quantity prices yield him a profit. How can he do anything else?

Should the manufacturer help the dealer fight chain-store competition?

Yes, if the dealer will equip himself by consolidation or organization so he can buy in quantities -quantities not so large as those of the chains, perhaps, but quantities just the same.

The retailer organizations that are coming about in accordance with the general recognition of the foregoing, are taking various forms. Some are growing to such an extent that they have their own jobbing houses-houses that are actually owned by the members. One interesting and successful instance of this is the Hall Hard-ware Company, of Minneapolis. George E. Hall, president of that organization, tells all about it in the April, 1926, issue of PRINTERS' INK MONTHLY .- [Ed. PRINTERS'

Net Cigar Corporation

The report of the Consolidated Cicar Corporation. New York, and subsidiaries, including the G. H. P. Ciçar Company, Inc., for the six months ended December 31, 1926, shows a net income of \$2,486,357, after charges and Federal taxes. The report for 1925, excluding earnings of the G. H. P. Cigar Company, Inc., showed a net Cigar Company, Inc., showed a net profit of \$1,523,162.

Kennerley Press Changes Name

The Kennerley Press, Inc., New York, has changed its name to The Kenilworth Press, Inc.

So That the President May Keep His "Printers' Ink"

PINE TREE PRODUCTS COMPANY, INC. NEWPORT, N. H., Mar. 3, 1927. Editor of PRINTERS' INK:

In accordance with instructions from Mr. Van, president of our company, we are enclosing our check for five dollar, covering one year's subscription to Prierress' like and Printers' like Monthly. Kindly enter this in the name of the "Pine Tree Products Company, Newport. N. H.

POPT. N. H.

We are all very interested and enthusiastic over PRINTERS' INK and pan it around here in the office so that all may benefit by same. Mr. Van has been a reader of your publication for the pan in the party of the pa a reader of your publication for the pair twenty-five years. He usually reads it through and marks the most interesting articles and then sends it on here to the office for us to read. We are sending you this subscription so that he may keep his copies himself in case he want to refer to them from time to time

PRINTERS' INK certainly is the goods.
Wishing you all the Sunshine of Life, PINE TREE PRODUCTS COMPANY. J. A. REGAN, Treasurer.

H. M. Coale to Direct Autocar Sales

H. M. Coale has been appointed general sales manager of the Autocar Com-pany, Ardmore, Pa. He also is a vice-president of the Autocar Sales & Service Company, a subsidiary of the Autocar Company, Mr. Coale has been a member of the Autocar organization for several years, most recently as manager of its central sales district, with headquarters at Philadelphia.

Consolidated Press Advances Hall Linton

Hall Linton has been appointed manager of the circulation promotion de-partment of the Consolidated Press. Ltd., Toronto. He has been with the Chicago office for the last three years. He is succeeded by R. Mills Fairbairn, who has been transferred from the Toronto office.

Profit of Consolidated Childs Company Reports Net Profit

The Childs Company, chain restaurant operator, and subsidiaries, for the year ended December 31, 1926, report a net profit of \$1,683,329, after charges and Federal taxes, against \$1,655,893 in 1925.

H. I. Orwig Joins The Buchen Company

Harold I. Orwig, recently in the copy department of the Roche Advertising Company, Chicago, has joined the copy staff of The Buchen Company, Chicago advertising agency.

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"They're Good Enough for Me-"

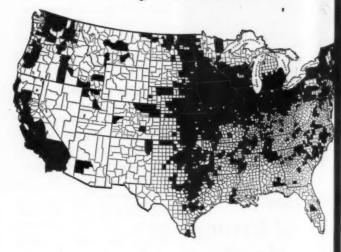
EVENING GRAPHIC 25 City Hall Place

F I were back in public life again and running for public office, I would rather have my picture published on the front page of a tabloid than two columns of type in a regularsized newspaper. I believe it would leave a greater impression on the mind of the reader.

"T READ a great many l newspapers every day and read them carefully and thoroughly. I get all the Chicago papers and all of the New York newspapers. particularly enjoy the three New York tabloids which I get every day principally for the pictures. There are ever so many things that one can see in a picture that can't be gotten from a column of type, and I enjoy looking at them.

THINK those who scoff at tabloids underestimate their value. The very fact that they have such large circulations should indicate that the big majority of readers patronizing them enjoy the change from the old-type newspapers."-From an interview with Judge Landis by James M. Kahn of the Graphic's Sports Staff.

The Primary Farm Marketh



The black areas comprise the 1198 better-than-average agricultural counties, determined by correctly rating each of the 3044 counties in the United States according to farm income, farm property value and number of white farm families.

No arbitrary group of states, nor any single state, but the best counties in the entire United States, constitute the Primary Farm Market.

The Farm in the

PHILADELPHIA · NEW YORK · BOSTON · ATLAN

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If you haven't compared the location of trading centers with the true location of the Primary Farm Market—you should

Only 35% of the total land area of the United States is in the 1198 counties which comprise the Primary Farm Market. Yet in these 1198 counties are located 60% of all trading centers of over 1000 population—an average of 3.31 in each county, which is 2½ times the average for all other counties in the United States.

Advertisers who sell to farmers will find it most profitable to concentrate their major selling effort in the Primary Farm Market—in those 1198 counties in which are located

> 69.4% of all farm income 74.1% of all farm property value 59.9% of all white farm families 60% of all important trading centers

and in which is located

75.9% of The Farm Journal's circulation

And this can be done at less cost per page per thousand farm circulation in The Farm Journal than in any other media. The Farm Journal is first in the Primary Farm Market with the greatest volume of R. F. D. circulation—the most reliable gauge to real farm circulation.

1,400,000 Circulation

Journal field

AGO · SEATTLE · SAN FRANCISCO · LOS ANGELES

Ac

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI CONGOLEUM RUGS VALSPAR VARNISH GRINNELL SPRINKLERS McCUTCHEON LINENS PETER SCHUYLER CIGARS ANSCO CAMERAS AND FILM COLUMBIA WINDOW SHADES **TARVIA** DUZ WOODTONE HAVOLINE OIL WALLACE SILVER THE DICTAPHONE BARRETT ROOFINGS NAIRN INLAID LINOLEUM COOPER HEWITT WORK-LIGHT PLYMOUTH BINDER TWINE SEMET-SOLVAY COKE **TAVANNES WATCHES** BONDED FLOORS **NEW-SKIN**

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies Member of the Audit Bureau of Circulations Member of the National Outdoor Advertising Bureau

Advertising Should Follow Service Not Precede It

The Skelly Oil Company Schooled Its Employees in the Art of Rendering Real Service before Mentioning This Service in Its Advertising

By Don Masson

A LARGE retail store in New York has been featuring the gord "Service" in its advertising. Each advertisement in the series as taken up some one phase of the service which the store offers to its customers, the courtesy of the salespeople, the excellence of is delivery system, its promptness n refunding money when the customer is dissatisfied, etc. But on the very day that the advertisement appeared featuring the store's refund policy, the writer had to argue with an insolent salesman over a rug which had been purchased a short time before but which contained a defect when The returned goods man was indifferent and it was finally necessary to go to the manger before the money was re-

Service was nothing but a word to these employees. The store really wanted to render the service which it advertised but instead of schooling its employees first and making sure that they could render real service, it advertised service as a word—not a

fact.

Compare this with the Skelly Oil Company which operates a chain of service stations in the West. This company is educating its employees to give real, honest - to - goodness service; is training them carefully, before mentioning the word in its advertising. Last year, a complete campaign of service education was conducted among its service station salesmen. Now that the men in these stations know what service means and are able to give it, the company plans to mention this service in its advertising. But even now it will not be

This company believes that advertising should follow service.

This is the way this advertiser solved the service problem.

The company, which makes Skelly gasoline and also Tagolene motor oil, decided that sales could be increased and the good-will of many customers gained if all of its service station salesmen carried out completely its interpretation of proper service. "If we can get operators to bestow incidental favors upon our patrons," declared the company, "our patrons will come back again for more." With this as a basis the company held a contest among its service station salesmen.

This oil company was one of the first to adopt a standard service. In order that all operators might have the full particulars of this service, a manual was issued called the "Skelly Service Manual." An introductory note in this manual explains the purpose of uniformity: "The quality of Skelly products is known to be the same in every State in which they are sold. The purpose of this manual is to convey to you our ideas for making Skelly service as uniform as Skelly products. Every Skelly service station salesman must perform the services illustrated in this manual. They are for every customer each time he comes to your station, whether for Skelly products or merely for air and water."

Then eight operations are listed which must be enacted by the service station salesman whenever a customer drives up. Here are the duties assigned to the men:

^{1.} Greeting the customer.

Radiator service.
 Windshield service.
 Filling the tank.

^{5.} The oil sale.
6. Air service.
7. The collection.

^{7.} The collection.

8. The departure.

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The operations as described in the manual each have an accompanying photographic illustration showing some act of courtesy. Seemingly trivial things are shown, such as saluting the customer as he drives in and handing him a clean pencil to sign the bill when he

The booklet also points out that service is not limited to these operations alone; there are any number of small services a customer appreciates, such as giving him information on the condition of the roads, handing out maps, etc.

As a finale to the manual a list of "Do's" and "Don'ts" is given. One idea is emphasized throughout, cleanliness. Station operators are urged to keep themselves, their stations and all equipment spick and span. Even the lawn must be trimmed once a week.

When the contest started, copies of the "Skelly Service Manual" were distributed to all stations. The winner is to be known as Service Superintendent of Stations. His duties are to consist of visiting, periodically, all the stations and instructing the station salesmen in the company's service.

The men are rated by the following points:

General fitness	points
cordance with manual25	68
Cleanliness of station15	44
Personal appearance10	68
Knowledge of Skelly products10	44

J. Baxter Gardner, editor of the company's publications, gives an idea of how the service station salesmen are judged when he says: "In order to obtain an impartial checkup on the men, a dollar bill was attached to each letter to customers, asking that they spend the money for our gasoline, while also checking up on the salesman's method of rendering service. By this method we have emphasized the fact that we are offering exceptional service. Some letters were mailed to non-users of the company's products and as a result of the trial of service and products they have become steady customers."

What will happen when the manual becomes out of date?

This has been easily remedied " 'The Skelly Refractionator." says Mr. Gardner, "was designed as a follow-up on the manual. It is not only a sales builder, but a service builder as well. Our service station salesmen know that when they fall below the standard of service or sales, mention will be made in the 'Refractionator.' Being distributed among all tank and service station salesmen, they are naturally hesitant about permitting their service or sales to fall."

The "Refractionator" is a single-sheet weekly publication which goes to all employees of the company. Here is an item from one

of the issues:

SERVICE PLUS

A customer in Chanute, Kans., write that our salesman there offers service plus at his station. He was so anxious to give the full Skelly service to this particular customer that he nearly broke his arm trying to get the radiator cap off his new Franklin. There was good intent there—and good service.

"Skelly News" is a new and enlarged publication which contains, among other things, exceptional records made by the men. The company finds that salesmen are putting forth renewed effort since these house magazines have been published.

"Another point is that in all three publications reference to operators is as 'service station salesmen' rather than 'attendants,' 'service station men' or 'station men,' Mr. Gardner says. "The company found that this title adds a little more importance to their position and makes them feel less of the 'attendant' variety."

During 1926 an advertising campaign was conducted to cover the States of Kansas, Nebrasia, Oklahoma and Missouri. Twenty-six newspapers, two farm publications, as well as outdoor advertising were used.

The Skelly Oil Company is following a policy that could well be adopted by many manufacturers and retailers—that of employing every means to get the support of everyone connected with the company before using the word service.

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Too Much Competition on Poor Quality

Competition in Price in Candy Field Leads to Bad Jobber Situation-Remedy Lies in Making a Product Which Has Merit and Selling That Product through Advertising

Editor of PRINTERS' INK:

Editor of PRINTESS INE.
Since the war, candy manufacturers
and candy jobbers have multiplied by
leaps and bounds.
The natural result has been to upse
the industry a great deal. Manufacturers, witnessing the success of some of their competitors with certain types of merchandise, have immediately set out to make the same kind of goods. This brought about a condition where countless manufacturers are making the same types of merchandise, and the only claim these manufacturers can make for business is free goods, price cutting, or extending loose credits.

Many manufacturers do not qualify their jobbers and at many of the jobbers association meetings it is not unusual to hear comments like this: "Anybody with \$50 and a Ford can go in the jobbing business."

jobbing business."

The manufacturers, themselves, have set and are setting a bad example for the jobbers and they in turn have nothing to offer their retail outlets except cut prices, deals and long credits. Within the industry there is a great deal of talk about "resale price" and I personally feel that while that angle is being tackled by capable hands, there are some facts on consolidation which should be brought before the industry. Only a some facts on consolidation which should be brought before the industry. Only a week or so ago I spent three or four days snooping around among the jobers of greater New York and it was quite discouraging to see a procession of twenty or thirty manufacturers' salesmen, each with practically the same merchandise. Manufacturers from Chicago were trying to sell in the New York market when the jobbers could get merchandise just as good and a great deal cheaper within a mile of their places. (At the same time, Eastern manufacturers are trying to do business in Chicago and St. Louis with the same sort of merchandise that is sold by manufacturers in those cities.) facturers in those cities.)

It seems to me that a great deal of good can be done by consolidation—not good can be done by consolidation—not carried on to the extent where it would fall under the ban of "restraint of trade," nor have I in mind any consolidation with the old time, big and successful organizations that are still qualified to handle their national business. I am aiming at the medium size, responsible manufacturers which should ness. I am aiming at the medium size, responsible manufacturers which should be organized, and so take advantage of group buying, and who could produce an advertised line that would be standard in character but the sale of which would be confined within the territories that can be economically covered—in the territories adjacent to the respective manufacturer members. At the present time, the Williamson

At the present time, the Williamson

Candy Company and the Curtis Candy nationally and Whitman and Johnson and others are advertising their packages

and others are advertising their packages nationally.

The smaller, less pretentious manufacturers, to offset this competition should be able to band together and produce an Company are advertising 5-cent bars identical line that can be nationally advertised and the expense shared pro rata according to estimated sales in their respective territories.

I will appreciate it a great deal if you will send me any available data on what has been done in any other industry, or any suggestions you may have to make on our own industry, that may be brought before the exponents of the candy business.

candy business.

Tales manager of a candy com-HIS letter comes from the pany. He requests that his name and his firm's name be not used.

There are few fields of industry where the jobber situation is worse than it is in the candy field. The responsibility for the condition is on the manufacturer. It goes back to his product. The candy manufacturers who worry over the jobber situation are those who are turning out a product on which they are ashamed to put their name and to advertise. Their products lack quality. Wherever you find an industry in which the majority is putting out a low quality, you find a bad jobber condition.

The manufacturers of candy who can profitably use advertising-and by that statement we mean candy which gets repeat business—are not worried over the jobber situation. They have gone direct to the re-

Their record gives the answer on this whole situation to our correspondent and that is to make a product which has merit and then sell it through advertising. suggestion that "less pretentious" competitors of advertised candies band together and jointly advertise one brand should be entirely and completely forgotten. One of the important things that advertising unqualifiedly must guarantee to a consumer is uniformity of quality. A group of competing manufacturing businesses of varying ability and of varying equipment and ideals could not deliver on the score of uniformity.

The only answer for this correspondent, and for any other

Me

candy company in the same position is: Make a product that you are proud of; find out if it appeals to the consumer; put your name on it; guarantee its purity and then advertise it intelligently. The risk isn't great. Most poor quality candy businesses are not making expenses. And what's more, the cost of a modest advertising campaign won't run much larger than the aggregate cost of the dinners, banquets and other bribes to the countless small jobbers total in a year.—[Ed. PRINTERS' INK.

General Motors Nears Score of One Out of Three

AN idea of the extensive distribution which has been attained by the General Motors Corporation is gained from its annual report for 1926. This states that almost one car in every three produced in the United States and Canada is now sold and manufactured by General Motors. As recently reported, the advertising investment of this corporation and its subsidiaries for 1927, has been estimated at between twenty and thirty million dollars.

Following its aggressive advertising policy, a new record was established in 1926 for cars manufactured and sold, not only by the corporation as a whole, but by each of the car manufacturing divisions individually. A total of 1,215,826 cars was manufactured and sold at retail to users at home and abroad through branches, distributors and dealers. This exceeded all former records by 388,770 cars and represents an increase of 47 per cent over the previous year.

It is also interesting to note that sales for 1926 approximated the aggregate sales of the entire first ten years of the corporation's history, from 1909 to 1918 inclusive. Sales excluding intercompany items, have increased from \$698,038,947 in 1923 to \$1,058,153,-338 in 1926, the latter figure representing an increase of \$323,560,-746 over the year 1925.

Sales of cars and trucks overseas by the export organizations of General Motors increased from 21,872 units in 1922, with a wholeof \$19,875,015 value sale 118,791 units in 1926, with a wholesale value of \$98,156.088 Fifteen overseas assembly plants are also listed in the report, loin cated Denmark, Belgium. England, Germany, Argentina, Brazil, Uruguay, Australia, New Zealand, South Africa and Japan.

The trend from the open to the closed car, which was emphasized in the previous year, it is reported, has been further accentuated during the last year so far as domestic business is concerned. This trend is also being reflected, although not so rapidly, overseas.

Among the most important projects undertaken by General Motors during the year was an increase in the capacity of the Chevrolet division. The gain in prestige of the Chevrolet car, states the report, justified this development. The success of the introduction of the Pontiac Six, necessitated the construction of an entirely new plant. Another important occurrence during the year was the acquisition of the assets of the Fisher Body Corporation.

Cleveland "Times" Suspends

The Cleveland Times, published by the Cleveland Commercial Publishing Company, has discontinued publication. The good-will and circulation lists of the Times have been taken over by the Cleveland Plain Dealer.

In a statement to Printers' Ink resarding this purchase by the Placeler, George M. Rogers, general manager, said: "It ought to be clearly understood that the Plain Dealer has not purchased the Times. It purchased nothing but the good-will and the circulation lists of that publication. No other assets of the Times are involved in the transaction. The plant, physical assets, news services, features, etc., will, as a statement of Samuel Scovil, president of the Cleveland Commercial Publishing Company, makes clear, be disposed of by the Times as opportunity offers. Our only interest in the transaction lies in our acquisition of good-will and circulation list."

Appoints Roy Barnhill, Inc.

The New Eve, New York, has appointed Roy Barnhill, Inc., publishers' representative, as its advertising representative. overtions from holeto h a i,088. lants , lotium, etina,

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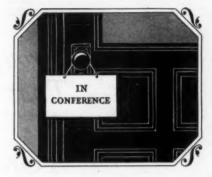
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Is your product one whose purchase will be decided in executive conference?

Is it necessary to win the active support of several departmental executives, each of whom has a tendency to consider the importance and worth of a new proposal from his own functional point of view?

To reach the general manager, the factory superintendent, the purchasing agent, individually, in such cases, you must base the presentation of your message upon a clear perception of the buying habits and functional relations of each type of executive.

The effective and economical method of accomplishing this result is the consistent use of the kind of direct advertising that is executed by Evans-Winter-Hebb *Inc.*

To a discussion of this problem, we will bring, at your request, a breadth of experience and a specialized knowledge.



EVANS-WINTER-HEBB Inc. Detroit 820 Hancock Avenue West

The business of the Evans-Winter-Hebb organisation is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis 'Plan' Copy' Art' Engraving' Letterpress and Offset Printing' Binding 'Mailing



was asked to designate those which he read.

The tabulated returns showed this striking result:

names of eighteen magazines were listed and each customer

When the eighteen magazines were ranked in the order of advertising economy—cost per line per 1000 customers covered—The Quality Group was grouped at the top. Of the six leaders, five were the magazines then constituting The Quality Group.*

The average cost per line per 1000 customers covered was, for the entire QUALITY GROUP, \$6.88.

No magazine outside The Quality Group, except one, had a cost per line per 1000 covered of less than \$12.00, and the figures ranged upward to \$40.58 per line.

^eThis investigation was made just before The Golden Book became a part of The Quality Group.

A Group That Is A Group

We have no desire to lay too great stress upon this proof of the economy of THE QUALITY GROUP in a field in which it has long been pre-eminent, that of financial advertising.

The even more significant point is the uniformity and unanimity of QUALITY GROUP quality-as shown by the fact that all five of the magazines then in the Group were found within the first six places.

Definite evidence that THE QUALITY GROUP is indeed a group-not merely on grounds of editorial character, but also because as an advertising force it has unity and cohesion.

Taken separately, each QUALITY GROUP magazine has clearly recognized worth. Taken together, the Group has a certain surplus power. The reader who sees your advertisement in any one may not know or care that it appears also in the others. But upon the merchant, the fact that you are using the whole Group has a definite merchandising effect. Thus each supplements and strengthens the advertising thrust of all the others.

As a Group, these magazines offer a market of over 700,000 homes which for the combined qualities of intelligence, buying power, and leadership cannot be matched by any million anywhere else.

When you advertise in The QUALITY GROUP you are advertising next to thinking matter.

THE QUALITY GROUP

285 Madison Avenue, New York

30 North Michigan Avenue 1058 Park Square Bldg. 244 La Arcada Chicago Santa Barbara Boston

THE ATLANTIC MONTHLY THE GOLDEN BOOK MAGAZINE SCRIBNER'S MAGAZINE HARPER'S MAGAZINE

REVIEW OF REVIEWS THE WORLD'S WORK

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Every reader hand-picked

Money Lenders to All the World

and every one is an active business executive. BUSINESS covers this exclusive field at surprisingly low advertising rates. Your request will bring complete information

BUSINESS

Burroughs Ave. and Second Blvd., Detroit, Mich.

J. R. HAYES One Park Ave. Bldg. New York City

C. D. MacGREGOR Burroughs Ave. and Second Blvd, Detroit, Mich. S. D. R. SMITH 434 S. Wabash Ave. Chicago, Ill.

E. C. WILLIAMS Hobart Bldg. San Francisco, Calif. A. E. CHRISTOFFERS Walton Bldg. Atlanta, Ga.

How One Company Gets Its Sales Manual Used

Estate Stove Company Continues Campaign for Its Manual Among Dealers, Though It Was First Issued More Than a Year Ago

By Wilfred Kean

Assistant Sales Manager, The Estate Stove Company

YOU may have the finest, the highest, the most uplifting thought ever conceived. You may have the best plan ever devised. But if the value of this thought or the success of this plan depends upon its acceptance or carrying out by someone else, you must be able to transfer that thought or plan to the person for whom it is intended, you must make him understand it as you understand it, and you must make him act upon it after he does understand it. Unless you do all of these, your thought or plan is of no value.

The finest sales manual ever written is useless if it is not used as the author intended it to be. work of gathering material for the book, the laborious detail work of arranging and combining the material, the care used in the general physical makeup, all are of no value if the manual is not used by the sales force for which it is written. To the extent that the manual is used by 100 per cent of those for whom it is intended, is it fulfilling its purpose? A manual used half of the possible time by half of those for whom it is written is only 25 per cent effective-the returns to the producer are only one-fourth of the maximum possible returns.

A trite statement, of course. Getting the manual used by those for whom it is intended should occupy much of the thought throughout all of the time spent in working on the manual. It should be kept in mind first, in the preparation of the manual it-self, secondly in the distribution of the manual, and third in some form of follow-up work, which is essential to keep the manual in the minds of those for whom it is intended.

The first of the three means

producing a manual that is really valuable and will be used. To dis-cuss this thoroughly, we should discuss the entire problem of producing a sales manual, principles which have been discussed from all angles time and time again in valuable and instructive articles in the PRINTERS' Publications. It is not the writer's intention to into go principles here, but it will be worth while for the author of the manual to put a little thought on the most frequent reasons for which manuals are not fully used, before he begins to write. This information may be obtained in many ways. If you have previously issued a sales manual, you can get much valuable information from its users. Trips by sales executives or the author of the manual will often reveal why some manuals do not accomplish anything. Direct questionnaires may be sent to the salesmen, asking their opinions, suggestions, revision or new ideas. The sales method used by the men may be rested to see whether or not the suggestions in the manual are being followed. If you have not previously issued a manual, you are dependent upon experiences of others for this information.

WHY MANUALS AREN'T USED

Any complete test would probably show a hundred or more different reasons why most mahuals are not used fully. The most frequently mentioned can usually be summarized approximately as follows:

 Lack of value for those for whom the manual is intended.
 The salesman's unwillingness

to carry it.
3. Failure to sell the men on the

value of it.

4. Not keeping it up to date or revised.

5. Loss of the manual.

6. Impractical size.

Lack of forceful examples and too much theory.

8. Lack of good index, to make reference easy.

Generally poor arrangement, which makes it difficult to use the manual.

The first reason given is obviously one of the most important. If the manual is not of value, it cannot be expected to do the work it is intended for. To get the proper material for a sales manual is a task requiring the ability to see sales problems from the field man's viewpoint, much research work, a great deal of study and the ability to gather material and present it in a way that will interest the reader.

The manner in which the material is presented is equally important. Every salesman has an instinctive aversion to being "taught," and he is immediately on the defensive if the sales manual is referred to as "a volume of sales wisdom." It is far more effective if it is presented as an experience meeting, an interchange of ideas and plans, and if the manual itself carries out this idea.

The author of the manual should use many examples, and keep these examples as diversified as consistent with the thought presented. He may feel that there is one best way to do everything, but it is usually impractical to attempt to cram one man's methods down the throat of another man. If the author presents diversified examples, the intelligent salesman can adapt those plans most suited to his manner of working. This does not necessarily mean that you should not present a standardized presentation, sales talk or demonstration. These can often be used to good advantage, but you cannot arbitrarily standardize your salesmen's entire procedure any more than you can standardize the salesmen themselves, the conditions under which they work, or human nature.

The sales manual should be re-

lieved of the stigma of being impractical theory. Theory will be resented, especially if the salesman is inclined to feel that it is prepared by an impractical and entirely theoretical desk man without outside experience, whose income may be half of that of the man in the field. This is one reason why many concerns have found it advantageous never to use the words "sales manual" on their book.

The Estate Stove Company a little over a year ago presented the first edition of a sales manual for retail dealers' salesmen. This manual covered the Heatrola, and its prime purpose was to educate the average retail salesman properly to present and explain this new idea in small home heating. As the Heatrola operated on a new principle, the manual was largely educational in nature, but we were careful to avoid any impression of presenting it as an educational course to the salesmen. We did not use the name "sales manual," but called it the Heatrola Red Book. It was presented not as an educational work, but as a book of experience, and teaching was by example, rather than by precept or rule. Every plan suggested is given as one tried by another dealer, not as the idea or thought of the writer. Definite facts and details of the campaign are given, wherever possible with the name and address of the dealer who used it first. The author of the manual took the attitude of a reporter rather than an instructor, although, of course, instruction was always kept in mind as the final object.

The material was gathered entirely from instances that had been reported to us by dealers or salesmen. Some of them had previously been used in our salesman's bulletins or house magazines, and our general correspondence files also contained much valuable material. We found that we had definite examples for every point we wanted to illustrate, and it was not necessary to send out questionnaires or requests to either our dealers or salesmen for usable

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Kentucky's
Famed
Hospitality
Shows up on the
grocery bill each

month

THIS is a marvelous market for worthy food products. Kentuckians are "bon vivants" and have been since the days of Daniel Boone and Simon Kenton. This demand for the good things of life extends from the Colonel's stately mansion to the average citizen's substantial home.

During 1926 advertisers, wise to this situation, placed A MILLION AND THREE-QUARTERS lines of Food Product advertising in Kentucky's dominant newspaper alone—three times as much as all other Louisville newspapers combined.



The Conrier-Lournal The Louisville Times

Dominant In Kentucky For Over 100 Years
REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY
Member of the 100,000 Group of American Cities

However, the dealer whose activities had been reported in the manual felt like a contributing editor, and his interest in the book helped make it valuable.

In the distribution of the manual, it was always kept in mind that the final object was to get the recipient to start and continue using it. It was originally announced at our sales convention to our salesmen, and introduced as the most valuable piece of sales literature that our company had ever produced. We emphasized the value of this manual to our own salesmen by showing them how, if its worth was properly presented to retail clerks and distributors, it would mean extra profit to the salesmen. We tried to make our men realize that thorough distribution and inducing proper use of the manual was part Each salesman's of their work. definite task for last year included showing the manual to every dealer and his salesmen, and getting each man's request for the manual. The retail dealer or sales-man had to sign an application for the manual, with the understanding that the manual remained the property of our company, and was subject to recall if the dealer should sever his connections with the company, or if the manual should be superseded by a new one. Each manual is numbered and registered, the main thought of the signature and registration being to create a sense of its value in the mind of the recipient.

Our experience has been that, if the retail salesman can be convinced that the manual contains really worth-while information for him and he can be induced to examine it carefully when it first comes to him, he will continue to use it. The difficulty usually is in getting the man to make a thorough examination in the first place-if he will do this, the chances are that he will make good use of it from that time ŏn.

The retail salesman is not allowed to forget that there is such a thing as the Heatrola Red Book. Frequent reference is made to it in our house magazine, and various steps or plans featured in it are brought out at our dealers' sales The manual is referred schools. to by name in the talks at these schools, and the delegates are told that much of the material covered in this school is also covered, in a slightly different manner, in the Red Book. They are shown how they can refresh their minds on the material covered by occasional reference to the Red Book.

Letters to our salesmen, as well as to dealers and their salesmen. often refer to advertising material window displays and plans suggested in the Red Book. Often, when dealers ask for plans and suggestions, we answer them by referring to a plan mentioned in the Red Book, and lose no opportunity to point out that the Red Book is full of good ideas if the dealer will study and digest it.

The whole thing of getting a sales manual used, whether it is intended for retail salesmen or your own salesmen, seems to resolve itself into this-keep the user in mind when preparing the manual, distribute it in a way to emphasize its value to the user and do not permit the one for whom it is intended to forget its existence.

James W. Barnhill Dies

James W. Barnhill Dies
James W. Barnhill died recently at
New York, at the age of eighty years.
Mr. Barnhill is survived by his widow
and seven children. Of the sevenchildren, all except two, are connected
with the advertising business.
J. D. Barnhill is cape of the principals
of Lord & Thomas and Logan, New
York; W. Roy Barnhill is chairman
of the board of Roy Barnhill, Inc.,
New York publishers' representative;
Mrs. S. Keith Evans is the wife of a
firm member of Evans, Kip and Hackett,
New York advertising agency; Mary New York advertising agency; Mary Boone Staples is the wife of Henry Lee Staples, president of Staples & Staples, Inc., Richmond, Va., advertising agency; and George B. Barnhill is advertising manager of the Farm Finance Corporation, Oakland, Calif.

J. C. Penney Company Shows Higher Profit

Net profit of the J. C. Penney Cospany, Inc., New York, chain department stores, for the year ended December J. 1926, was \$9,918,722, against \$7,452,567 in the previous year.

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Performance that Matches the Promise

Anyone can make a promise, but how many can come through with a performance to match.

We have been put to the test so many times during the past fifty-one years that performance which measures up to promise has become a rule as inflexible as the laws of the Medes and the Persians.

ISAAC GOLDMANN COMPANY

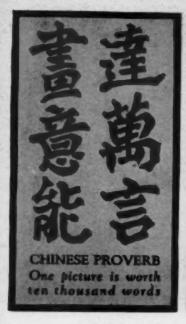
ESTABLISHED 1876

"Printing of Every Description"

80 Lafavette Street

Phone Worth 9430

New York City





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"Make a Cake for Bobby"

—that's what this car card said every day to many millions of women. It reminded all mothers every day of a sure way to give a treat to their own children. And hundreds of thousands got an extra thrill with their next cake making because of the happy expression of the boy on the car card.

The moral of this story is that the same influence could not be created even with the same picture in any other advertising medium.

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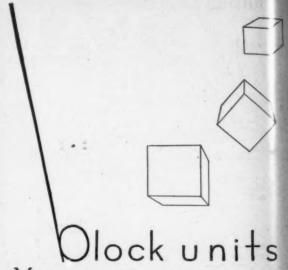


In the magazines, the reminder would not be often enough to change the average house-wife's baking habit. In the newspapers, with no color, there would be no appetite appeal. On a twenty-four sheet poster, seen for only a few seconds at a time, the great appeal of the expression on the boy's face would be lost.

Darward

National Advertising Manager.

STREET RAILWAYS ADVERTISING CO.



MAKE IT EASY for people to buy! That's the secret of selling. Here's the way we put this principle to work.

The Mutschler Brothers Company make the most complete line of kitchen furniture. It's fine merchandise. But lots of women can't afford to furnish their kitchen with Porce-Namel Furniture at one purchase. They buy a piece at a time.

We called the various pieces Kitchen Block Units—a striking name, easily remembered. We showed women how easy it is to build a perfect kitchen block by block.

They like this idea. It makes buying easy. The dealers like it. They have a Re-Sale Campaign that's interesting and profitable. And the sales of the Mutschler Brothers Company are climbing. Let us see whether we can make it easier for people to buy your products.







Plotting Out the Kaleidoscopic Picture

Timken and Three-in-One Are Among Those That Have Learned How to Assemble Many Illustrations in Their Advertising, Achieving a Pleasing Composition

By W. Livingston Larned

WHEN there are sequences of a story to tell, when many uses are to be pictured, or when the illustrative feature runs into a serialized layout, then the advertiser must look to novelty in the composition, lest in attempting to show so much, his advertisement

become involved, cluttered and difficult to digest.

It is by no means easy to read text when the pictorial interest is widely diffused. Pictures spotted indiscriminately over a page keep the eye so busily engaged that concentration upon mere type is next to impossible.

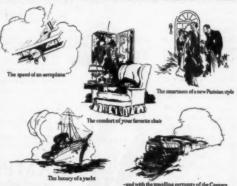
An advertisement in which there are a half dozen separate illustrations is far more difficult to compose than the one employing a single picture, and the plotting out of the typography becomes correspondingly more arduous.

When an advertisement is EMPHASIZED SUCCES made up of two units, an illustration and some text, the reader is asked to do far less, visually, than when there are many illustrations and numerous small captions or

areas of type.

But the product of highly diversified uses is served inadequately when but one use is presented to the reader. An advertisement which describes and pictures a dozen uses may bring greater response, by far, than the single-use message.

a new line of automobiles with



Our of the quantum twom companyile for the nation o common to the soft of the people to prosper; to advance; to such that which is better than they been. This serious is a greet componie came but it places

one estimate is the more and langue life. Car common one tips capariment and make the late better to be metable with experiment distingue. Simply closelying londy he came best is plante or colors, or avera prime will not influe for those who want the lah like—187* whentum, to lik P. H. Langue hole plante.

light elin makin has \$1000 to \$2000 before the highest requirements who demand the mass.

—E. L. Cood |

AUBURN

THE FIVE POINTS WHICH AUBURN WISHED TO FEATURE WERE EMPHASIZED SUCCESSFULLY BY THE USE OF AN ILLUSTRATION FOR EACH POINT

> But if a dozen pictures are to be placed on a single page, they must be wisely and interestingly composed, or they may create confusion and the type of layout

which repulses the eye rather than attracts it.

Here are a number of interesting examples which point the way and which prove conclusively that there are imaginative compositions without number. It is customary in Three-in-One oil advertisements to picture at least eight different uses of the product, sometimes The versatility of the oil is all-important as an advertising theme.

By picturing the side elevation

of a house, in dark gray silhouette, and inserting against it six windows, a doorway and an open garage door as natural and unique frames for separate pictures, the Threein-One serial story is kaleidoscopically told. Through one window, a woman can be seen polishing woodwork, father cleans up his car in the garage, and others are shown at various contrasting tasks. Eight pictures become one, held together by a novel background plan. "Upstairs Downstairs, All Over the House" is the appropriate explanatory headline.

Some of the most popular and certainly the most visually interesting Hoosier kitchen cabinet advertisements have contained as many as eight individual illustrations, photographically handled. Motion is suggested, as little dramas of the kitchen are unrolled. Mrs. Smith will make a cake today. In sequence, these

captions bring appropriate pictures to life:

1. Ready to start the cake. First, butter, milk and eggs from the refriger-

2. Next, bowl, pan, spoons, et from the spacious Hoosier Curboard. 3. Then sugar from the handy Hoosier

bin. No extra to scatter about.

4. Sift out the needed flour. It comes out all light and fluffy, ready to use.

5. The baking powder is conveniently located on this shelf.

6. Here are the spices, all at hand in the revolving spice cabinet.

7. Your extra bottles are 7. Your extra bottles are in this handy rack on the door.

Proud Privilege of Outselling Throughout the World

have escard the proud privilege of come! column in Europe, Ania, Africa and South Amer-ica---and in the forefeone of this formance lin are Champion Spark Plugs.

This aureums reflues to an American render; it made doubly impressive by the fact that in America, sizo, Champion Spark Plugs avasell all colors conbined two to one-papelving nearly 70 per cont of the total demand.

Champion Spark Plage hove won this world-wide dominance as the result of perfectly plain, easily incognizable structural and operative superiorism which make Champion the boner spark plug.

The Champion invalues is of silimenia, a re minual which Champion courses by right of discovery. In electrodes are of special analysis alloy, developed by Champion. And it is of evo-piece, absolutely gas-right construction, which structs better operation but also ollows the plug to be taken sport for classing.

It is for these russons that you can buy depended Champion Spark Plags with every some

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HERE THE STORY OF WORLD-WIDE DISTRIBUTION TOLD IN THE TEXT IS MATERIALLY STRENGTHENED BY THE SURROUNDING ILLUSTRATIONS

> 8. And now keep the cake fresh and moist in the Hoosier cake box.

The composition and action in each small photographic illustration is changed with each operation and interest is thus consistently maintained.

An unusual Hoosier idea has, from time to time, featured six 1927

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captions pictorially, it being important that women keep these points always in mind, since, at the lowest possible count, Mrs. Housewife probably takes 1,000 needless steps in her kitchen:

To the pantry
To the table
To the cupboard
To the table
To the pantry
To the cupboard

By hand-lettering these phrases beneath outline drawings of a woman's hurrying feet, the idea is more lastingly impressed on the mind, than text used alone.

The serial pictures and their titles form an uncontrovertible selling argument, but such ideas, carelessly composed, are apt to counteract their own virtues if there is a too-scattered layout, with the idea made to "dance a jig" from one point to another.

Royal Easy Chair advertising has all but trade-marked a serial picture scheme, as "Dozing, Reading and Conversing" are put into picture form by means of posed models in chairs. The accumulative interest, as, starting with a photograph of the chair, it is slowly moved into different positions by the touch of a button, constitutes an advertisement in itself, complete, without explanatory text.

It is often necessary, in the kaleidoscopic composition, to arrive at some really ingenious and unusual idea around which a great many separate pictures can be grouped. Merely to spot them, without regard to an embracing theme, is to ignore the greater possibilities in advertising make-

Characteristically, it is often necessary in Timken compositions to picture the various things which are subject to the wear and tear of waste and of friction. Thus, in one advertisement, there might appear a tractor, a street car, hoisting apparatus, stationary engines, coal cars and automobile trucks.

Twenty-two such objects were reproduced in a single Timken advertisement. A clever copy and headline approach paves the way for a remarkable layout. "Waste's Targets," in those two words is summed up the art theme. The page set is an old-fashioned shooting gallery. In a blazing orange target and on the racks customarily given over to clay pipes and pigeons and swinging target pendulums, there are miniature showings of the mechanical objects mentioned above. "When the shooting gallery is in your factory or around any mechanical equipment," relates the advertiser, "Waste's weapons are Friction, Wear, Misalignment, Delay, Depreciation, Rejects, Losses." The sundries of a pictorial layout are adroitly grouped in this shrewd manner instead of what might have been a polyglot and involved arrangement.

Used often, but apparently as effective as ever, is the clock face, over which individual illustrations are superimposed for every hour in the day. A recent composition along these lines pictures scenes in the life of a housewife, illustrating her duties with small pen sketches inserted at the numerals of the clock face.

There were five basic thoughts in connection with the new model to be put out by the manufacturer of the Auburn motor car:

The speed of an airplane.
The luxury of a yacht.
The comfort of your favorite

chair.

The smartness of a new Parisian

The traveling certainty of the

Mere mention of these points would have been less emphatic and impressive than their visualization, through the medium of comparisons, and so each phrase was accompanied by a little scene; the easy chair, the airplane, the vacht, the Century train thundering along on its way, the woman trying on her new Paris gown.

A vegetable soup, widely advertised, is made up of many different ingredients which the advertiser believes in calling to mind. One typical layout shows a plate of the soup at the bottom and in the steam rising from it are ghostpictures of these ingredients,

superimposed against a sunny farm vista.

An advertiser of shoes must show six different models. He could merely group them, one pair to a mortise, or he can go farther and develop a bit of cleverness in composition. An artist has drawn, for example, a view down a Pullman car, after everyone has retired for the night. In front of each berth there is a pair of shoes. This represents the difference.

Will Dealers Pay for Demonstration Devices?

WM. H. RANKIN COMPANY
NEW YORK
Editor of PRINTERS' INK:

We shall be very grateful if you can give us the dates of some issues of Printers. Ink in which articles have appeared which may assist us in solving

appeared which may assist us in solving a problem for one of our clients. This client manufactures an ignition device for automobile engines and the nature of the device is such that a demonstrating machine is required, at least for an introductory period at each point of retail sale.

This machine costs our client between \$50 and \$60, and the question is whether or not he can—without creating too great a sales resistance—charge jobbers and retailers a sum varying from \$3.50 to \$3.75 for the cost of packing and shipping. Or possibly, considering the value of this machine, it might be better to exact a moderate deposit to insure safe return of the machine.

You will note that this problem is a

You will note that this problem is a little different from that involved in the case of display equipment. The machine is loaned to the jobber or retailer, and must be returned; whereas the display material remains in the dealers hands.

So if you can tell us when articles dealing with similar problems have appeared in PRINTERS' INK, our problem will be greatly simplified.

WM. H. RANKIN COMPANY.

EXPERIENCE has demonstrated frequently that in a proposition of this kind the extra effort needed to get dealers to agree to pay extra charges on demonstration equipment is more expensive, in the long run, than the policy of the company paying the charges itself. Of course, if the dealers are enthusiastic about the demonstrator, a little extra effort will make them see the fairness of

paying packing and shipping charges. In most cases of this kind, however, the salesmen have already worked on the dealer's enthusiasm and they can easily explain the necessity for the dealer paying some of the carriage charges.

A manufacturer of hand-blocked table cloths had an interesting experience which has a direct bearing on this question. This manufacturer originated a special display, costing \$750, and with an estimated life of thirty-five show-This display was routed to department stores, each store to keep the display a week and then ship it to another store. The company asked the stores to send in a bill for carriage charges-but in only a few cases was such a bill rendered. In other words, the stores so appreciated the value of the display that they willingly bore their part of the charges. It is quite possible that such a solution would be worked out in the case mentioned in the Rankin agency's letter.

Dealers and jobbers instinctively shy away from paying anything for the use of any kind of advertising helps, even if the expense is only for packing and shipping, unless they are thoroughly sold on the profit value of the help. This means that the manufacturer contemplating making any charge for a demonstrator will meet a definite sales resistance. However, this resistance can be broken down successfully. The only question is whether or not the effort required to break down the resistance doesn't cost more eventually than the charges the dealer or jobber is asked to pay.—[Ed. PRINTERS' INK.

To Direct Sales of American Engineering Company

Joseph G. Worker has been appointed general sales manager of the American Engineering Company, Philadelphia. He also has been elected a member of the board of directors. Mr. Worker has been associated with the Westinghouse companies for fifteen vears. For the last five years he was manager of the stoker section of the Westinghouse Electric and Manufacturing Company at East Pittsburgh.

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Skipping Prospects

is poor salesmanship

YOU would promptly call one of your men on the carpet if he did it. You do not give your men more territory than they can cover thoroughly and regularly. There are six million three hundred thousand farm minded families who live close to the farm. When you advertise to them for the benefit of your dealers it is important that you do not skip any prospects. The Farm Life farm group of families is too important to miss. Other good farm papers reach other important groups.

T. W. LeQuatte
Advertising Manager

Farm Life

Spencer, Indiana

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THIS WOMAN'S BUSINESS

"I wish," wrote the physician husband of a subscriber, "that our profession had a journal as forward-looking and practically helpful as Good Housekeeping." And he is not the first man to express this same wish.

No business is served so well, perhaps, as Good Housekeeping serves woman's business with workable solutions to every besetting problem.

Take food, for one. It's no end of a job keeping a family happily fed. Three meals a day and every day call for skill and ingenuity beyond ordinary resourcefulness. Husbands, you know, can be critical. Children must be well nourished. Wifely laurels must be upheld.

GOOD

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FOOD ADVERTISING

In the Six Leading Women's Publications during 1926

(In this tabulation Good Housekeeping is No. 1) Magazine Accounts No. of Pages No. 1 442 1/2 No. 2 71 407 1/8 No. 3 66 301 19/20 137 1/4 No. 4 37 No. 5 45 181 2/3 No. 6 53 169 1/6

Of all the food accounts advertised in these magazines, Good Housekeeping carried 86.3%; the next publication 60.6%. Of these accounts, 27 were in Good Housekeeping exclusively; 4 in the next magazine.

e's one more way in which Good Houseping keeps many a lovely brow unruffled. by issue is replete with planned menus, addrecipes, piquant dishes, delicious dishes, withal, short cuts that lessen labor, hods that stretch dollars a trifle farther.

d Housekeeping's million and a quarter ers have a lively, sustained interest in good gs to eat. And they live—85% of them—than places where 70% of all food prodare sold; where family expenditures for are the greatest. Most food manufacts agree, as you can see, that advertising Good Housekeeping parallels the most egic lines of marketing.

OUSEKEEPING

TON NEW YORK SAN FRANCISCO

TESTED SPACE

-in an Unworked Market

We have heard a great deal about "tested" copy in recent years, but little about the space in which it is placed.

Here is a group of media famed for a score of years for its productive power in direct selling copy. Space that pays in actual sales made from issue to issue.

If our readers can be induced to "buy by mail" so readily, think how much easier to send them to the convenient small town corner store for the goods of manufacturers who sell thru dealers.

An unworked field of $6\frac{1}{2}$ million families, circulation now obtainable in one group at a bargain buy as space rates go.

If unconvinced, then make a test with keyed or coupon copy to find out quickly for yourself the unusual selling force of these publications.

Mail Order Publishers Association 510 No. Dearborn Street, Chicago

PUBLISHER MEMBERS

Blade & Ledger, Chicago Clover Leaf Weeklies, St. Paul, Minn. Home Friend, Kanasz City Household Guest, Chicago Kousehold Journal, Batavia, Ill. Illustrated Companion, New York Illustrated Mechanics, Kansas City, Mo. Mother's Home Life, Chicago Pathänder, Washington, D. C. Today's Housewife, New York City

"THE BEST SPACE VALUE IN AMERICA"

How Advertisers Are Using Scientific Research

Recent Campaigns in Agricultural Field for Cod Liver Oil, Yeast, Minerals and Other Products Help to Lower the Cost of Living

By Arthur W. Wilson

Of Wilson & Bristol

THE recent reports concerning Professor. Henry Steenbock, of the University of Wisconsin, have served to call attention in a dramatic way to the value of

scientific investigation. It was reported that he refused \$2,000,000 from a large manufacturing company for the right to his invention of adding to the calcium producing qualities of food. This professor, who is head of the department of agricultural chemistry at the university, has for many years devoted much time and study to experimental work which will ultimately be of great benefit to the country. Although much of the startling news about him was later denied, it did however, serve to call the attention of manufacturers to a re-

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markable source of new ideas and selling arguments. For there is still too much of a tendency on the part of many hard-boiled manufacturers to consider scientific research as something totally dissociated from their own business

There is a disposition to dismiss many important experiments and discoveries as being mere theory. As a matter of fact, the work being done in all parts of the country by scientific experiments is no more theory than are the blueprints for a bridge before it is built. Many manufacturers, realizing this, are watching the work of scientists in agricultural colleges and elsewhere very close-

ly. They are keen enough to adapt for themselves and to spread in their publication advertising information of many of the important findings made in these experi-



HOW HARRIS COD LIVER OIL FOR POULTRY IS BEING ADVERTISED IN FARM AND POULTRY PAPERS

ment stations. They are making available for the benefit of all farmers, and also for the benefit of the public which consumes the farmers' produce, some of the most important discoveries of the The spreading present time. abroad of better feeding methods which reduce the cost of living, and the translating of other sciendiscoveries into practical benefit for the nation as a whole, are some of the services performed by modern advertising to which little attention has been given.

It is the purpose of this article to call attention to one or two of these services and to point out to manufacturers the great possibilities for broader markets, new sales outlets and new products which they can discover by watching closely the work of scientists.

Let us take one branch of agriculture first, the raising of livestock and poultry, which runs into millions of dollars a year, and see what has been taking place lately in the lowering of production costs as a result of scientific in-

vestigation.

There was a time when feed was just feed on a farm. Today the principles of feeding "balanced rations" are followed on thousands of farms. Where a few years ago the man who talked proteins and minerals to a farmer was usually considered a dude, today the manufacturers of feeds are training their salesmen so that they can go to the farmer and talk intelligently about the values of proteins, fats, carbohydrates and minerals. Several far-sighted concerns, such as the Quaker Oats Company and Purina Mills, are hiring graduates of agricultural colleges, men already well grounded in these subjects, and making good salesmen of them. This service results in the more efficient use of mixed feeds, and is saving the livestock industry thousands of dollars today.

Of course, many livestock men mix their own feeds, just as a considerable number of farmers mix their own fertilizers. Every new discovery is important to this group, but few have the time to keep in close touch with the work of scientists. And, on the other hand, the average agricultural college does not have a large enough appropriation for extension work effectively to "put over" its newly gleaned information to the general agricultural public. So it is from the advertisements and literature of the manufacturers of feeds and other products that many livestock raisers derive valuable and important information.

Within the last few years there have been several new developments of particular note in feeding methods. The feeding to livestock of cod liver oil, minerals and various forms of dried milk products are outstanding.

As a boy, you remember with what distaste you had to take colliver oil as a tonic after an illness. The good doctor who prescribed this medicine knew that it had very definite virtues, but he had never heard the word "vitamine"



ADVERTISING IS MAKING THE LIVESTOCK INDUSTRY FAMILIAR WITH THE PRACTICE OF FEEDING MINERALS

nor did he know that cod liver oil abounds in those two very important vitamines, "A" and "D."

In raising baby chicks, leg

In raising baby chicks, leg weakness or rickets causes the poultryman a lot of trouble. Particularly in the North, where chicks are raised indoors, in the early spring, is leg weakness a serious problem and the cause of heavy financial losses, which add to the cost of raising poultry and eggs, and so add to their cost at the butcher's and grocer's.

A few years ago, scientists at one of the State agricultural experiment stations reasoned something like this: Vitamine "D," called the "antirachitic" vitamine.

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80% of our Circulation is sent direct to the home

by our special messenger system. The news stands carry the balance.

THE

Brooklyn Daily Times

is the popular newspaper that daily grows in favor in this field of 500,000 families. A.B.C. Auditor's Report of 1925-1926 gives this newspaper the largest circulation in Brooklyn.

During 1926 The Brooklyn Times' increase in advertising was 1,727,054 lines—the second largest gain of all New York morning and evening papers.

Reach This Two Billion Dollar Market via The Brooklyn Daily Times

The community stimulator of the most concentrated market in the U.S.

PLACE YOUR MESSAGE WHERE IT WILL REACH THE GOAL

Representatives LORENZEN & THOMPSON, INC.

New York

19 Weat 44th Street 122 S. Michigan Blvd. Chicago

Kohl Bldg. San Francisco

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helps to prevent leg weakness, it is plentiful in cod liver oil, chicks can be made to eat cod liver oil when mixed with a mash, therefore, let's feed it and see if we can combat leg weakness. They knew that rickets is caused by the failure of this vitamine to function, so they went into their laboratories to work out a new feed which would include the necessary element.

Careful experiments were made, and the cod liver oil theory became a fact. The results were published in a bulletin and the information spread abroad to other poultry scientists and to the comparatively few who closely follow scientific laboratory work.

Then, fortunately for the poultry industry, one of the scientists engaged in these early experiments decided to enter the field of supplying chemicals and ingredients used in nutrition experiments. He was Dr. I. F. Harris, now head of the Harris Laboratories, of Tuckahoe, N. Y. Most of his products were sold to college laboratories, to experiment stations and to the medical profes-As he supplied a high grade medical cod liver oil and the demand steadily increased for experimental purposes from a few progressive poultrymen, he gave considerable thought to the radical policy, for him, of advertising his cod liver oil to poultry raisers.

"I finally decided to take the step," Dr. Harris told me recently, "and went to a well-known farm journal with some copy I had prepared.

"The advertising representative received me courteously, read over my copy, and then began to act uneasy. He explained that his publication guaranteed every advertisement it took and that the feeding of cod liver oil to baby chicks was something with which he was totally unfamiliar. I suppose he imagined the farmer running around with a spoon in one hand, a bottle in the other, and

dosing each chick individually!

"The representative then asked if he might talk it over with the editor, who, of course, would be more familiar with what the ex-

periment stations were doing. The editor knew about the experiments, my advertisement was accepted, pulled good results, and since then I have used farm papers and poultry papers consistently."

As the demand for cod liver oil steadily grew, several other firms began advertising in the agricultural press and exhibiting at poultry shows. As a result thousands of poultrymen are today feeding the cod liver oil put out by Harris, Gorton-Pew, Marden-Wild. Souibb and other firms.

The Harris Laboratories are now creating a demand for brevers' yeast as a poultry feed in conjunction with their cod liver oil campaign. This is another example of where the demand for one product created by advertising paved the way for another in the family. So today many flapper pullets are unknowingly consuming vitamine "B" in yeast, fed not to improve their complexions but to make them grow faster, lay sooner and thus do their full share in reducing the cost of living.

A TIP FOR OTHER INDUSTRIES

The examples of Gorton-Pew. Squibb and the others also hold out a suggestion to many other manufacturers in other lines of industry. There are undoubtedly marty products today which could be marketed as valuable food for stock and poultry if these manufacturers would follow more closely some of the interesting experiments now being carried on in agricultural sections. This offers an excellent new market for many by-products and it will pay manufacturers to watch progress in this line closely.

The well-fed hog can answer "yes" to the question, "Have you had your minerals today?" thanks again to the experiment stations and the feed manufacturers, who have told the livestock raiser that minerals are vitally important in

the ration.

Here again, stockmen can be thankful for the work done at the agricultural stations, not only in America, but in England, Africa and Australia. In certain sec-

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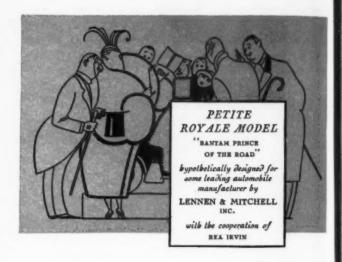
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Announcing THE LENNEN & MITCHELL SIX

"It should be a great satisfaction to the man who wrote the advertisement on the Lennen & Mitchell Six when a few years from now he discovers that he presented an idea which will prove to be the only salvation for some automobile manufacturers, and to know that he has propounded one of the truest and smartest prophecies I have ever seen in automobile advertising."

EDWARD S. JORDAN
President, The Jordan Motor Car Company



Are Motor Car Makers Temporizing with the demand for a new-type small car?

THE next great fortune in the automobile business will be made by the man who produces the best new-type of small car. Anyone who bets on this, is betting on a sure thing.

There isn't any doubt about it. The growing traffic and parking problems... and the consequent increasing need for less bulk in motor cars... makes this prediction what the sporting fraternity would call a "set-up."

But mark this:-

When the new-type small car appears, it will not be merely a scaled-down edition of a big car; reduced, like Father's trousers, to fit little Willie.

It will not be merely a "half-portion" replica of an existing larger model.

It will be NEW . . . not alone in size and power.

... But it will be new in STYLE... with a lithe, trim beauty and an individuality that will make it stand apart from other cars, like a scintillating Solitaire in a coal heap.

It will be an utterly different design of car, unlike any other car, big or small, on the market.

For it will be the product of a NEW ART in motor car styling . . . the art of embodying maximum swank, distinction and efficiency in minimum dimensions.

When the watchmaker decided that he wanted to create a wrist watch, he was content, at first, to make a reduced-size copy of the heavy pocket watch . . . and put a ribbon or a strap on it.

But the wrist watch did not attain its great vogue until the watchmaker gave it a design of its own.

Few wanted to wear a watch on the wrist wholly because it was smaller than a pocket watch. The real demand for wrist watches began when wrist watches offered new watch elegance and character in their diminutive size.

The painter of exquisite Miniatures does not borrow his technique from the painter of 50 foot Murals. He works in a style of his own.

And so, the motor car designer who aims to create the new and awaited type of small car, will have to turn his back on Big-Car architecture . . . and start with a fresh point of view and a fresh sheet of drafting paper.

When this new-type of small car appears on the market, it will be hailed and acclaimed, first and immediately, by the Cognoscenti of the land . . .

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and need what ... by those who are rich in good taste, good judgment and money ... and to whom price is no object.

They will buy it, DESPITE its low price, because, to them, it will represent the last word in motor car sanity, convenience and style.

Its pert and cocky smartness will make it, at once, the car of the younger smart set . . . always first to recognize the new and progressive thing.

For this car will be small solely in SIZE; it will be lavish in character and individuality.

Its compactness will not be confused with dinkyness - nor economy of materials.

Rather, it will suggest a new and fashionable concentration of motor car efficiency.

Thus, with its social prestige assured, its popularity will spread to all classes; its vogue sweeping across the country, like a swelling tidal wave.

NOTE... the sole purpose of this advertisement is to suggest to some open-minded automobile manufacturer that, outside of his trade and ost-side of Detroit, there may possibly be some advertising, selling and merchandising imagination he could profitably use, in meeting the increasingly difficult sales problems ahead of him.

LENNEN & MITCHELL, Inc. (An advertising agency) 17 East 45th Street, New York City



CLIENTS: INTERNATIONAL SILVER COMPANY (1847 ROGERS BROS. Silversiate)
... P. LORILLARD COMPANY ... ELGIN NATIONAL WATCH COMPANY ... THE
HOUSE OF KUPPENHEIMER ... BAUER & BLACK ... SCRIPPS-HOWARD NEWSPAPER

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tions of these countries it was found that stock, apparently plentifully fed, was literally starving because of lack of calcium and phosphorus in the ration. Milk flow was below normal, cows lost their calves before birth, hogs matured slowly and could not stand up under the weight they were carrying. In some flocks, hens were laying soft-shell eggs, which, when shipped, frequently broke and caused the loss of hundreds of dollars to poultrymen.

So the scientists started experiments and added calcium and phosphorus to the ration in the form of bone meal, ground limestone or ground rock phosphate. The results were favorable, the conditions described were remedied. Gradually one, then another and another feed house began to offer and advertise feeds containing minerals or complete mineral mixtures. So today the livestock industry is thoroughly familiar with the practice of feeding minerals, with the result that the dairyman is increasing milk production, hog raisers are getting their stock ready for market quicker and are reducing feed bills, and poultrymen are shipping fewer soft-shell eggs.

Advertising has played an important part in disseminating this valuable scientific knowledge with a resulting benefit to the farmer, the feed manufacturer and the

ultimate consumer.

The recent advertising copy of the International Agricultural Corporation is a case in point. "If you want to get your hogs, ready for market in less time and at lower cost," says one advertisement, "feed them minerals." This company's mineral mixture contains lime, phosphorus, salt and iodine which the farmer is advised to keep in the self-feeder before the stock at all times. He is told that he will soon notice the increase in the weight of hogs' and the increase in milk from cows.

The goiter problem is a troublesome one in certain inland sections of America, where the soil and water is lacking in iodine. Sheep, calves and pigs are frequently born with goiter, a condition denoted by a swelling of the thyroid gland. Frequently due to lack of iodine, pigs are born hairless and live but a few hours.

Careful experiments in Europe and in this country have shown that the addition of a small amount of iodine, generally administered in the form of potassium iodide, mixed with salt and fed to stock solves the goiter

problem.

So the progressive salt companies make iodized salt for live-The mixed feed manufacturers and the makers of mineral mixtures frequently include iodized salt in their formulas. Among the host of farm-paper advertisers who announce an iodized salt in their products are Dr. Hess and Dr. Clark, the Murphy Mineral Company and the International Agricultural Corporation. Readers of newspapers and magazines know that the great salt companies such as Morton and Worcester are also marketing iodized salt.

Milk-fed chicken on a menu usually symbolizes a special delicacy and a fancy price. In the past, comparatively few poultrymen were in the fortunate position of being able to feed their flocks

skim milk.

MILK IN WOODEN BARRELS

But today, the poultry raiser who lives hundreds of miles away from a dairy can feed all the milk he wants, shipped to him in wooden barrels. For the big milk companies are producing dry skim milk, and a semi-solid buttermilk and thus they find a convenient outlet for a milk surplus at certain periods of the year. The disposal of such surplus ultimately should mean much to the dairymen.

This offers another example which should interest other manufacturers of other products, who are thinking about new markets to dispose of their products at off

seasons.

Agricultural scientists are helping the producers of dry milk and the poultrymen through their discoveries that dry milk is an aid in preventing a dread poultry disease known as coccidiosis.

So we find such concerns as the

Collis Products Company advertising semi-solid buttermilk, the Dairymen's League advertising dry milk and the Dry Milk Company exhibiting at the Madison Square Garden Poultry Show. The American Dry Milk Institute, an organization of several milk producers, with headquarters at Chicago, is also running a cooperative campaign in poultry papers. In its copy this association features the feeding of dry milk as a preventive for coccidiosis, and offers a booklet which contains information as to the merits of milk.

As Professor Steenbock said recently: "It is in the sun that the great light forces are contained. Chemistry, I believe, has its base in the sun's rays. Scientists, until recently, have thought it was the heat rather than the light of the sun that accomplished growth. In 1919 it was definitely established that it is light which is the curative agent."

CHICKENS NEED SUN, TOO

Every parent knows that it is a wise move to keep children out in the sun several hours a day, if possible. Most farmers will admit that sun is just as good for farm animals. Scientists prove that it is essential and they have told us why, namely, ultra-violet rays are the things which have a definite bearing upon growth and health. But it is another matter, particularly for a New England poultryman who is raising chicks when there is a foot of snow outside the door and the thermometer is near zero, to give his birds the needed sunlight without running the risk of killing the whole flock.

Human chicks, when sick, can be sent down to the sun of Florida or Cuba. But the farmer can't send his chicks to an expensive winter resort.

Putting glass windows in the chicken houses would seem like a logical solution. But scientists have definitely proved that ultraviolet rays cannot pass through window glass.

It was found that certain translucent products, such as cellulose acetate, do permit the ultra-violet rays to pass through. When wire is dipped in this chemical it makes a durable, inexpensive material for use on poultry farms.

for use on poultry farms.

D. D. Strite, of Acetol Products, Inc., maker of Cel-O-Glass, makes these interesting remarks about what advertising did for his firm: "Dr. Max Mueller worked closely with one of the State experiment stations and satisfactory tests were made in raising chicks under Cel-O-Glass.

"So we advertised to poultrymen and had an immediate response. Then we entered the horticultural field, and today are finding many users of our product in the industrial field. Last year we enlarged our plant to keep pace with the demand. This year we enlarged it again. That's what consistent advertising has done for us."

In this case, therefore, the process worked the other way around. A product which was first advertised in the poultry field discovered new uses in horticulture and industry, and is now coming to general consumers in other lines.

The net result to the farmer and the consumer of all this experimental work and sales and advertising effort is tremendous in its aggregate. I have before me, as an example, a report of a study of poultry farms in New Jersey, a State small in size, but which values the poultry and eggs produced in 1925 at over \$25,000,000.

In five years, from 1920 to 1925, the number of birds on New Jersey farms increased from 2,534,000 to 4,110,000. Egg production more than doubled during the same period. Also the average production per bird increased from 62.5 eggs to eighty a year. In 1916 the New Jersey poultry-

man received an average of \$2.90 in egg sales per bird while in 1925 he received \$4.50. And the cost of feeding a bird has not advanced as rapidly as the returns.

This quick look at a group in one State gives some idea of how important the experimental work and its discovery by manufacturers with courage and vision enough to advertise, has been both to the

e. al Herald Tribune

Announces

the appointment of

J. J. E. HESSEY

to the

NATIONAL ADVERTISING
DEPARTMENT

and in charge of

NATIONAL ADVERTISING PROMOTION

farmer and to the final consumer. For in this as in all other lines the lower cost of raising has enabled the farmer to sell better stock at the same or lower prices.

Let me, therefore, make an earnest plea to manufacturers who want new sales outlets, new selling points, new products to develop, to keep a careful eye upon the Department of Agriculture of the United States and the various experimenters who are working in their laboratories at the big

colleges.

There is another source of good ideas in your own State Experiment Station, probably not many miles from your own factory. In Department of Agriculture our Government maintains one of the greatest research organizations in the world and the State and college research laboratories are also, while smaller, doing excellent work. It will pay every manufacturer to watch closely what these men of science are doing. The remarkable results they have achieved so far are but the beginning of far greater things to come. Numberless new possibilities will be developed in the laboratories of the country during the next few years. Alert manufacturers who keep their ears to the ground and who seize upon the results of the successful experiment and advertise to the public are in on the ground floor. When they advertise things the scientists discover, they are not only helping to reduce the cost of living but they are pretty sure to ride along a direct road to their own financial success as well.

Frank Speidell Joins McNaught Syndicate

Frank Speidell has joined the sales staff of the McNaught Syndicate, Inc., New York newspaper feature service. He was formerly with the George L. Dyer Company.

To Investigate Confectionery Distribution

The Department of Commerce will shortly undertake an investigation of the distribution of wholesale confectionery. Congress has provided \$10,000 for this work.

Automobile Accessory Campaigns for Oliver M. Byerly

The C. A. Shimm Company, Cleve-land, has inaugurated an advertising campaign, using business papers and direct mail, on Shimmy-Stop, a new device. This account is being directed by Oliver M. Byerly, Cleveland adver-

tising agency.
The J. P. Johnson Engineering Company, Cleveland, manufacturer of a transmission for Fords and a new type of engine head called the Johnson Pep-Head, has appointed Oliver M. Byerly to direct its advertising account. Busi-ness papers and direct mail are being used.

Publish New Daily Newspaper at Ashland, Kv.

The Advance Publishing Company, of which M. S. Clayton is president, has started publication of the Ashland, Ky., Times. Paul J. Hughes, formerly part owner and editor of the Ashland Independent, has been made editor of the Times, which will be issued daily.

A. C. Jackson Retires as Union Pacific Agent

Alton C. Jackson, for over twenty years advertising agent of the Union Pacific Railroad, Portland, Oreg., has retired. Last year Mr. Jackson was president of the American Association of Railway Advertising Agents.

Wyoming Appropriates \$25,000 for Advertising

The State of Wyoming, at the last legislature, passed a bill appropriating \$25,000 for publicity. This bill is the result of an effort during 1926, by the press of that State, to promote better advertising of Wyoming.

Death of Clemens Moffett

Clemens Moffett, Eastern manager of the Newsstand Group of the E. R. Crowe and Company, Inc., New York publishers' representatives, died on March 4 at St. George, Staten Island, N. Y. He was 30 years old. He had been with the Crowe organization for the last five years.

H. V. Glen Appointed by R. H. Macy

Harold V. Glen, formerly business manager of the Freeman-Palmer Pub lications, San Francisco, has been appointed assistant advertising manager of R. H. Macy & Company, Inc., New

J. Harry Christman, formerly general sales manager of the Milwaukee Corru gating Company, has been appointed vice-president and general manager.

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··Nearly half used The Dispatch exclusively

During 1926 The Columbus Dispatch carried the advertising of 2531 separate firms and individuals More advertisers were represented in the columns of The Dispatch than in all other Columbus Newspapers combined.

Of these 2531 advertisers, 1218..... nearly half, used The Columbus Dispatch exclusively.

If you have a sales story to tell to the people of Columbus and the Great Central Ohio Market the Marketing and Research Bureau of The Columbus Dispatch is at your service.





Th CAMBRIDGE:

- there are 335 industrial plants producing 110 type of merchandise. Here 25,000 workmen manufacture products exceeding in value \$127,000,000 annually. Here, too, the directing heads of industrial enterprises spend more than \$70,000,000 annually for materials alone, and millions more for tools, equipment, and supplies.

Because 80% of its Cambridge circulation goes to these directing heads of business and industrial enterprises, The MACAZINE BUSINESS is the logical medium for covering the Cambridge business market.



PROPRIETARY	
Owners	26
CORPORATE OFFICIALS	
Presidents Vice-Presidents Tressurers Scoretaries of Corporations Bank Cashiers	57 10 20
OPERATIVE EXECUTIVES	
General and Assistant General Managers	28

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Professional Men Sales and Advertisin	
Financial Executives	
Comptrollers, Audite	
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OPERATING AND	MISCELLANEOUS
Salasman	28
Office Employees	

Total (100%)271

or is the magazine's coverage of the Cambridge arket exceptional. Analysis of all subscriptions to MGAZINE BUSINESS in 20 representative business centers coes to lows 80.72% going to those men who control purlases for business and industrial enterprises.

CVCTEL The MAGAZINE of BUSINESS

"South America's Greatest Newspaper"

"Buenos Aires IS the Argentine Republic"—

"Buenos Aires IS the Argentine Republic, and if you introduce an article in Buenos Aires, it is, ipso facto, introduced in the whole of the Argentine Republic.

"We know that LA PRENSA, for instance, has a larger circulation in the cities mentioned than all the local papers put together, and that this circulation is amongst the very best class of people."

(Extract from letter written by the distributor in Argentina of important American products, urging his principals to place their advertising in LA PRENSA—)

National sales and distribution in Argentina, which in 1926 bought \$144,000,000 worth of imports from the United States, can quickly be attained by advertising in LA PRENSA, which has the largest circulation in Argentina and unequalled prestige.

JOSHUA B. POWERS

Exclusive Advertising Representative

250 Park Avenue

New York

How an Association Raised a \$5,000,000 Promotion Fund

The National Lumber Manufacturers Association Reached This Goal in Six Months

Washington Burcan of PRINTERS' INK

A CAMPAIGN for the raising of \$5,000,000 for trade promotion was started about six months ago by the National Lumber Manufacturers Association. Now, practically all of the money is inhand in the form of cash and pledges, and it will be spent at the rate of \$1,000,000 a year for the next five years. About half of the appropriation will be devoted to advertising, and the rest to research, educational and co-operative projects. The plans of promotion are now being completed, and it is expected that the advertising will start within six months.

This means that the promotional budget of the association is assured and probably will be exceeded. It also means that the country's oldest, and one of its largest and most important industries has been awakened to the necessity of placing the advan-tages of its materials before the public by means of paid advertising and other legitimate promotional methods. This was emphasized by Edgar P. Allen, director of advertising of the association. during a recent interview. Mr. Allen further asserted that there is no reason why the methods, used so successfully by his organization in raising this fund could not be applied by many trade associations.

A preliminary investigation by the trade extension committee of the association disclosed that while the manufacturers of lumber have been engaged in the oldest representative industry of the country, they have been migratory until very recent years. Now they have developed a policy of permanency. A great many lumber manufacturers are raising their own forests in the vicinity of their plants. In fact, a great many representative mills are now engaged in promot-

All of this justifies a belief in the stability and progress of the industry on the part of individual manufacturers; but since the war an invasion of substitutes for lumber has weakened many of the manufacturers' markets. The manufacturers of these substitute materials are splendidly organized. For this reason they have taken markets away from the lumber indus-

ing several plans for reforestation.

kets away from the lumber industry which cannot be considered as belonging to them on a basis of the entire suitability of the product. In some cases, the substitute materials are better; but in many others they are not, and their successful distribution is the result of advertising and good salesmanship.

This invasion was encouraged not only by the out-of-date methods of the industry, but also by a weakness which had developed from competition within the industry. There was intense competition between species of lumber. As a result, despite the rather intensive promotional activities of individual manufacturers and groups, approximately eighteen billion feet of lumber are being displaced every year by substitutes.

These facts, and others like them which Mr. Allen also mentioned, unmistakably indicated that the industry was in need of education. Hence, several pieces of direct material were prepared by the statisticians and economists of the association. The most important piece was a report, in the form of a book, which graphically set forth the details of the condition of the industry and the causes. The way was paved for this report by several letters, and by addresses delivered by members of the association before meetings of the manufacturers.

A copy of the report shows that the facts were presented in the most direct and convincing manner possible. Graphic charts for all of the important substitute materials illustrate how the business on these materials rapidly gained from year to year. Then, after the reasons for the condition which prevailed in the lumber business had been convincingly set forth, the association submitted to the manufacturers a remedial plan. This plan was based on the promotional methods of the manufacturers of substitute materials.

"Our most convincing argument," Mr. Allen said, "was the fact that the industry's directly competing materials are being backed by an investment of approximately \$25,000,000 a year for trade promotion, consisting mostly of advertising. In contrast, groups of lumber manufacturers are spending a total of about \$750,000 a year, and most of the money is going to promote the sale of one

species against another.

"Therefore, the conclusion is plain that the lumber industry, as a whole, must vigorously defend its markets. So we proposed a comparatively modest appropriation of \$1,000,000 a year for five years, for sales promotion. The money is being raised on quotas based on mill production, and the association explained to the manufacturers that the five-year program is a practical means of meeting the issue. It will give the association an opportunity to plan ahead, and to carry the plan into execution without being diverted, from time to time, by the necessity of raising money.

"Probably the most gratifying result of the campaign, so far, has been its effect within the industry. Large individual manufacturers and producers had been competing so strongly that there was little co-operative spirit. However, the plan quickly demonstrated that the members of the industry were willing to co-operate to the limit on all of the business factors which make for industrial programmer.

ress.

"We sought to interest not only all branches of the industry, but also associated industries. The lumber manufacturers of Canada have taken steps to contribute liberally to the campaign and are heartily co-operating. The wholesalers of lumber, box manufacturers and the millwork industry are all working hard. The retailers of the country have endorsed the campaign and have helped to put it over, but they have not been asked to contribute.

"The campaign includes the promotion of hard and soft woods and is representative of the entire industry. Every local and regional association of manufacturers is cooperating. In this connection, an interesting result is that a number of the regional associations have increased, and in some cases doubled, their own advertising and promotional appropriations, besides contributing liberally to the national campaign fund."

Of course, a contributing influence to the success of the campaign was the knowledge of the benefits of advertising, gained by experience, by the large individual operators and groups of manufacturers. Mr. Allen mentioned this and remarked that the same condition prevails in practically every industry. A great many lumbermen had been sold on advertising, so far as individual businesses and species were concerned. The Southern Pine Manufacturers have for a decade supported an advertising campaign. The Southern Cypress Manufacturers have advertised cypress for nearly twenty years. California redwood, oak flooring, maple flooring, California and Western pine, Douglas fir and Northern hemlock, all have been consistently advertised. But there was a real problem in convincing many of these individuals and groups that the same merchandising principles that they had found advantageous could be applied to the industry as a whole.

To solve this problem, the four major projects of the campaign were tentatively submitted to every manufacturer in the industry. The first project calls for advertising of a constructive and general character in both newspapers and magazines. This part of the plan includes a comprehensive

Quality Appeal — In Argentina



In every market there is that extremely fertile field consisting of the better classes who demand the best and have the means with which to satisfy their every desire.

LA NACION, of Buenos Aires, although read by all the people, reaches these better classes more effectively than any other newspaper in Buenos Aires, because it makes a direct appeal to discriminating readers on the basis of quality.

LA NACION has for several years been the only Spanish morning newspaper in Buenos Aires to reserve its front page for NEWS ALONE. This has constituted a radical departure from previous practise, but is directly in line with the tendency shown by the most progressive newspapers of the world.

LA NACION

of Buenos Aires

distinctly reflects the results of its prestige, acquired through a half-century of service to the nation coupled with a ready adaptability to every modern trend in journalism, by the fact that it leads its nearest competitor by a wide margin in display advertising of all classifications.

display advertis	ing of all classi			
1926	LA NACIO		Nearest Comp	
January	445,732	lines	381,4041	
February	321,726	44	324,475	**
March	391,182	- 44	380,290	44
April	453,936	4.6	425,538	**
May	529,306	44	444,085	**
June	468,255	**	405,423	44
July	478,458	4.6	438,354	44
August	485,772	44	418,606	**
September	403,172	6.6	325,738	4.6
October	510,244	4.4	402,598	**
November	503,118		397,502	
Total for first ele				

months of 1926 4,990,901 lines

4,334,013 lines

"Ask LA NACION about Argentina."

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plan of co-operation with dealers. Larger Campaign Planned by

The second project of the campaign requires technical and engineering research. Representatives of the association will investigate the various industries where wood has been displaced by other materials, and will furnish further facts regarding the possibility of regaining lost markets. They will also find new uses for wood, in order that the advertising may create a demand for new markets.

Third, the campaign includes a project to establish fifteen offices throughout the country, each with a staff of trained men who will be in constant touch with the public. These men will keep track of all building operations in their localities, and, in their contact with the users of lumber, will directly represent the contributors to the national fund.

The fourth project takes the form of physical co-operation with retailers in the proper handling of

lumber, soliciting business, ade-quate advertising, and all of the other features of successful retailing.

"It should be noticed," Mr. Allen remarked, "that nothing appears in our program or our direct material in reference to free publicity. The fact is, that not a single dollar of our campaign fund will be used to secure free publicity. We shall not attempt to impose on any publisher, nor shall we allow free publicity to influence our selection of mediums in any slightest degree. We are convinced that every selling campaign, to be successful, must pay its own way in the legitimate

T. J. Harris Joins Potts-Turnbull

channels of merchandising.

T. J. Harris, who has been with the Portland Cement Association, Chicago, for a number of years and who was recently made manager of the company's general education bureau, has joined the staff of the Potts-Turnbull Company, Inc., Chicago advertising agency

Borg & Beck Net Income

Net income of the Borg & Beck Company, Chicago, clutches and truck hoists, for the year ended December 31, 1926, was \$907,222, after charges and Federal taxes, against \$688,932 in 1925.

Hupp Motor

The Hupp Motor Car Corporation, Detroit, will expend more than \$4,500, 000, in advertising its eight and 000, in advertising its eight and six cylinder products, according to Frederick Dickenson, advertising and sales manager. Full pages will be used in the larger newspapers and double pages in magazines. The least newspaper schedule will be forty insertions in a year. Less than page advertising is to be done in cities having a population of few thousand. a few thousand.

a few thousand.

In anticipation of the volume of business this advertising will bring, Du Bois Young, president of the Hupp company, expects an increase of 37 per cent in production this year. "We built 45,000 Hupps in 1926," he stated. "In February of this year we built between 5,000 and 6,000, and by April we will be up to top speed."

H. T. Armer Joins Indianapolis Agency

H. T. Armer, until recently with the Campbell-Ewald Company, Detroit ad-vertising agency, has joined the Millis Advertising Company, Indianapolis, as director of the creative staff. He was director of the creative stati. In the station of the copy and service department of the Milwaukee Sentinel and was later with Klau-Van Pietersom-Inc., Milwaukee, Dunlap-Younggreen, Inc., Milwaukee, and the Western Advertising Agency, Inc., Racine, Wis.

Life Savers Net Profit Sets Record

Life Savers, Inc., Port Chester, N. Y., reports that its net profit established a new record in the year ended December 31, 1926. Net profit, after charges but before Federal taxes, amounted to \$1,304,088, an increase of approximately twenty per cent over 1925.

Jacob G. Schaff, Jr., Dead

Jacob G. Schaff, Jr., of the Dando-Schaff Printing and Publishing Com-pany, Philadelphia, died recently at the age of 45. In addition to heading the printing establishment, Mr. Schaff was president of the J. G. Schaff Electric Company, of Chambersberg.

Kimberly-Clark Account for Ferry-Hanly

The Kimberly-Clark Company, Necnah, Wis., paper manufacturer, has appointed the Chicago office of the Ferry-Hauly Advertising Company to direct its advertising account.

New Business at St. John, N. B.

H. H. Richardson, formerly engaged in newspaper work at St. John, N. B., has started an advertising business at that city.



108,164 Lines GAIN in Automotive Advertising in 1926—

Automotive manufacturers, dealers and distributors have placed their stamp of approval on the Oklahoma News as a medium productive of sales.

Included in the 1926 list of automotive advertisers were cars of the higher-price class, indicating recognition of the quality as well as the quantity of *News* circulation in this territory.

Automotive advertising gain for 1926 was 108,164 lines.

% OKLAHOMA NEWS

A Scripps-Howard Newspaper

Represented by ALLIED NEWSPAPERS, INC., 250 Park Ave., New York
Chicago Detroit San Francisco Los Angeles Seattle

1927

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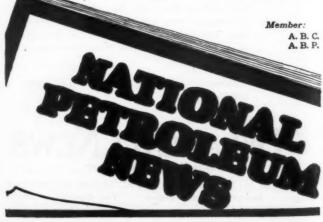
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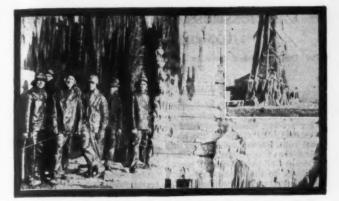


Human Interest Insures Reader-Interest

from cover, recent issue of N. P. N.) shows oil-drenched crew of Rio Bravo Oil Co. working to bring under control well flowing at rate of 10,000 barrels of crude oil daily.

WHEREVER oil news is breaking, our editors go in person to get the exact facts and secure that human-interest touch possible only in the story written on the spot from first-





hand contact. Tardy news, dully told, holds no appeal to the busy oil executive.

The livest news, wired into the press-room—the graphic phrasings of able writers—interesting photographs hot from the scene of action—up-to-the-instant statistics—these are the things we must supply and do supply in order to maintain the unceasingly active reader-interest in National Petroleum News. The price of live news is high but we pay it.

This Southwestem Wyoming well was a natural refrigerating plant. Expansion of gas released at well mouth reduced temperature to point where moisture main froze and formed the ice coating.

You don't need to be an oil man to find the live, human interest in the editorial pages of "N. P. N." Let us send you at your home, for easy-chair inspection, a recent issue.



A Weekly Newspaper for Producers, Refiners, Marketers Edited from

World Bldg. Tulsa, Okla.
360 North Michigan Ave. . . Chicago, Ill.
342 Madison Ave. . . New York
West Bldg. . . . Houston, Texas
Petroleum Securities Bldg. . Los Angeles, Calif.

Published from 812 Huron Road, Cleveland

Carelessness, Cuss Words or Co-operation?

Why Don't Finished Product Manufacturers Mention the Advertised Parts They Use?

By Edward C. Barroll

THE manufacturer of some small but important part of a larger product spends good money to establish his article in the national consciousness. Tells how it makes the product better. Gets the dealers all pepped up, by merchandising to them the advertising he is doing, and everything is all set for a big clean-up.

Then, along comes the manufacturer of the larger product, with his national advertising, window displays, local tie-up newspaper advertising, etc.—and says not a word about the inclusion of the smaller product to make his mer-

chandise better!

Why is this, I wonder?

There is a small but vitally important product used in making thirty-five of the better sort of refrigerators air tight. It is known as Wirf's "Airtite" Gaskets. The thing works out, has been proved, and does its stuff, saving ice bills and keeping food better.

Dealers know about it—talk about it—demand the improvement—get it—pass it along to their customers—make sales and cash in on what the maker spends in his national campaigns of advertising to fix that improvement in the buyer's

consciousness.

But to date I haven't been able to find a line nor a word in the national advertising of any refrigerator manufacturer mentioning the air-tight strip with which they make their doors fit tighter, excepting one mention in one advertisement of one maker.

It looks as if this is a lost opportunity. Somebody is asleep at the publicity switch—with a strong chance that the commercial train with its cargo of bigger profits will whizz by down a side track to some manufacturer who does realize the benefits to be ob-

tained by tying up his own adver-

tising with that of the lesser light.
Or do you suppose some of the advertisers refrain from mentioning the extra-efficiency-giving attachment because they fear somebody else might get free advertis-

ing at their expense?

One would suppose manufacwith vision turers enough to nationalize the name and excellence a really good refrigerator would have progressed beyond that short-sighted viewpoint. But who Maybe they're merely knows? cussing the manufacturer of the attachment, who pays his good money to tell the world the names and trade-marks of refrigerators which give the ultimate buyer the most service for what the product

Closer co-operation between advertisers whose real interests are mutual would be a good thing. Meeting the competition of electric refrigeration is quite a problem just now. It seems logical that when money is spent to make the product better—make it actually do more—make it genuinely worth more to the user, consequently a better good-will builder for the dealer, and therefore a volume-builder for the manufacturer—that the manufacturer would want to exploit every available point of excellence.

Just looking casually over the good advertising that many of the best manufacturers do for their lines, it strikes the writer as an outstanding lack to note this absence of detailed mention of a selling point really of first importance—proved ice saving.

Gain in Victor Sales

The gross sales of the Victor Talking Machine Company, Camden, N. J., for the year ended December 31, 1926, were \$48,664,000, the largest since 1921 when sales totaled \$51,281,276. Sales for 1925 were \$20,857,956.

What Are the Possibilities of a Business Recession?

An Analysis of Business Conditions, Past, Present and Future

By Henry A. E. Chandler

Economist, National Bank of Commerce in New York

No one can review the recent business without recognizing three notable facts: that both volume of business and of profits have already exceeded reasonably anticipated bounds; that this business movement has been occasioned by or accompanied by a series of extraordinary developments, some of which on the basis of past performance could not be expected to continue long; that this period of prosperity has developed in the face of some definitely unfavorable factors which heretofore have been associated with periods of low volume of business and low profits.

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Among the specific factors that have given most occasion for thought have been: that notwithstanding the existence of excess credit, pressing for employment, the general commodity price level has for the period as a whole moved within a comparatively narrow range and for the last eighteen has moved definitely downward; that notwithstanding the recent decline in the price level and the maintenance of extraordinarily high wage levels, resulting in a spread of nearly fifty points between the wage level in manufacturing industries and the cost of living, industry has been able to make large profits; that contrary to our usual experience, this period of business recovery was begun, and a high degree of prosperity attained, while the buying power of a large part of the rest of the world was lagging behind its normal volume and that of the American farmer was at low ebb.

The theory that the building boom, initiated by the shortage in

housing, has been the chief cause of our prosperity frequently has been advanced. There can be no reasonable doubt, I think, that the existence of the housing shortage, plus ample credit with which to finance new building, was a pow-erful factor in the revival of business after the depression of 1920-21. It could well account for a considerable part of the revival of 1922 and 1923 and some of the later business. But it would ap-pear that this shortage* must have been pretty well made good some time ago and it can hardly explain all of the new building that has recently taken place, and much other business, or the continuance of large and fairly widespread industrial profits. Continued building at high cost, including very high wages, does explain the high purchasing power of those employed in building and some allied industries. However, it does not explain the high purchasing power of other large groups of industrial workers.

THE REAL QUESTION

The question which is to the point is not whether construction is an important factor in prosperity (for we all know this to be a fact), but what is the initiating force of continued high volume of construction, as well as of high activity in other great branches of industry?

The answer to this question that has been given by some is that the present course of prosperity is due chiefly to the automobile. No one will question that the automobile has had an unusually con-

Extracts from an article published in "Commerce Monthly" and reprinted with permission.

^{*} So far as it represented an accumulation of normal building requirements (excluding any new volume attributable to rapidly advancing standards of living).

spicuous part in this present business movement. It is a little difficult, however, to determine how much of the expansion of the automobile business has been the cause of other business and how much it has been the effect of other business or forces, or the extent to which it has represented simply a displacement of other business.

MANUFACTURING STANDS FIRST

Our statistical data disclose that of all the divisions of industry that make up the total of the nation's manufacturing business. first, accounting for perhaps between 25 and 30 per cent as measured by net value product; that of the twenty larger manufacturing groups that make up a little over one-half of this 30 per cent, the automobile industry stands among the first three or four. According to the census figures for manufacture for 1923*, the value added to the automobile manufacturing industry was about 4 per cent of the total value added by the entire manufacturing group. The direct contribution of automobile manufacturing to the purchasing power of the country, therefore, is 4 per cent of 30 per cent, or 1.2 per cent. If to this be added the entire direct contribution of all the companies making automobile bodies, parts and accessories, we then have a direct contribution of an amount which represents perhaps from 2 to 21/2 per cent.

One cannot, of course, accurately estimate the relative importance of a principal industry by computing the percentage of total value added. A full measure of the importance of any industry must take into consideration its strength as an initiating force in other business. The automobile initiates a good deal of other business, but unfortunately we have no means of measuring this amount with any considerable approach to accuracy.

There is no question that part of the additional business should be attributed to the automobile, but if one gives to the automobile credit for all the business that appears to be directly or indirectly due to it and does the same for all the other principal industries in the United States, including the many branches of manufacturing and those of agriculture, mining, transportation, other public utilities, merchandising, public service, the many professions and branches of personal service, all of which contribute directly to the national income and, therefore, to the final purchasing power, he will obtain a figure for the grand total of business in the United States that is vastly in excess of the actual aggregate volume. The fact is that with the automobile industry, as with many other lines of industry, much that may appear to be directly or indirectly attributable to it is the result of other forces. After examining all of the principal industries of the United States with reference to five bases of comparison in addition to that referred to above, it is clear that the automobile as a basic factor in the maintenance of prosperity is not so great as is frequently assumed.

The importance to be ascribed to the influence of the Federal Reserve System would appear to depend somewhat upon whether we have in mind the absence during the last several years of the extreme swings in business that periodically occurred in previous years, or the maintenance of business above normal for an unusual length of time. There would appear to be no doubt that the reserve system has been an important of the proper to be the system of the proper to be no doubt that the reserve system has been an important of the proper to be no doubt that the reserve system has been an important of the proper to be no doubt that the reserve system has been an important of the proper to be no doubt that the reserve system has been an important of the proper to be no doubt that the reserve system has been an important of the proper to be not be n

A computation which would take account of not only the business of the manufacturers of automobiles, bodies, parts and accessories, but also that of all those engaged in the sale of, care of, repair of and operation of the automobile, would give a figure which might suggest that the automobile is the cause of perhaps from 7 to 8 per cent of our total national business.

^{*}We have not complete data for 1925 or 1926, but such data as are available suggest that the relative position of the automobile industry has not markedly changed since 1923.

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PROGRESS

The April 1927 issue of

The Shrine Magazine

is the largest issue in both lineage and revenue since its inception.

There are a number of reasons for this. Do you know what they are?



NEW YORK

CHICAGO

BOSTON

tant force operating against extreme swings in business, and that, in the sense that its existence and able management have given confidence to the business community, it has been a spur to enterprise. It does not appear, however, that anything in the system per se or in its operations explains the continuance of business at such a high level or the remarkable recovery of profits. To the extent through its open-market policy or its discount policy, it has been a force in the direction of low interest rates and of abundant credit, it has exercised an influence in the direction of prolonging business activity. This force, however, has been made possible by the existence of large amounts of excess gold, and this brings us to the question whether the existence of excess credit has not been -as is frequently asserted-the real explanation of our prolonged prosperity.

The existence of excess credit, simultaneously with the accumulated shortages in housing and in some other branches of construction, undoubtedly was the most important factor in the revival of business from the depression of 1920-21. Again, the continued existence of easy money, which contributed to speculative building after the war and early post-war shortages were fairly well made good and which rendered it easy to finance the expansion of instalment buying by consumers, has been an important factor in maintaining the volume of business.

This influence, however, does not account satisfactorily for growth of savings by the masses in spite of the increased spending, for the maintenance of the extraordinarily high wages in manufacturing industries or for the remarkable recovery of profits fairly generally throughout American industry even in the face of these high wage payments. And this leads to the question whether, after all, there is not a more basic reason underlying this whole business movement, particularly that of the last two or three years.

The opinion has been expressed

by visiting foreign observers that there has developed in the last few years in this country an economic situation which heretofore has never existed in any large industrial country. The observations of the members of the English trade unions, sent to this country by the London Daily Mail, clearly indicated that they were looking upon a world largely new to them. Recently a German economist, long familiar with American conditions. has referred to our present business movement as the result of a "capitalistic and social revolution." "For the first time in the history of the world," he says, "an attempt is being made in America to develop a genuine capitalism with complete disregard of all traditions . . . and to give all classes possessing no capital an increasing share in the benefits of modern civilization. That is the great experiment with which America is busied today. Its success or failure will have far-reaching consequences for the whole world.

After a review of the principal factors that have contributed to the remarkable business development of the last four years, giving due weight to each, it would appear that the one greatest factor that has constituted the rock-bottom basis of this new buying has been the increased productive efficiency of management and labor plus the distribution of the increased product largely to the consuming public in the form of wages.

It is useless to argue as to which of the latter two (the increased productivity or the higher wages) was the cause of the other. There is no doubt that stubborn resistance to wage reduction constituted a tremendous pressure which forced efficiency in industry, but it is certainly true that without the increased efficiency it would have been impossible to continue to pay such abnormally high wages. The basis for our ability to continue to maintain these wages, therefore, is unquestionably the increased efficiency of our production units.

This, however, does not dispose of the fact that prices of farm products as a group are out of last few economic ore has se indusations of

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\$10,000 In Cash Prizes Tor Clean EStories

First—\$5,000 for first American serial rights of best story between 60,000 and 80,000 words in length.

Second—\$5,000 to be paid in ten prizes of \$500.00 each for first American rights of the ten best short stories between 6,000 and 10,000 words in length.

All stories must reach the editor's office in Des Moines on or before October 1st, 1927.

All manuscripts that are to be returned must be accompanied by return postage, and should be plainly marked "Prize Story Contest."

The winning stories will be selected by the editors of People's Popular Monthly. Every story will be read as soon as received. Stories not satisfactory to the editors will be returned at once. Authors of all stories especially attractive to the editors will receive a prompt purchase offer and story may still compete for prizes.

Cash prizes will be paid as soon after October 1st as the manuscripts can be judged.

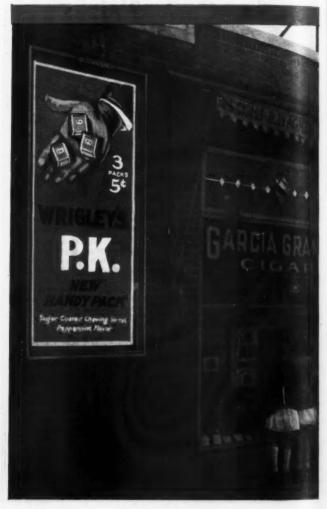
All stories must be clean and wholesome. Authors should bear in mind that the circulation of People's Popular Monthly, now past the million mark, has been centered for 31 years in the smaller cities and towns and in the rural districts. Copy of the magazine will be sent to any author on request.

PEOPLE'S POPULAR MONTHLY

Des Moines, Iowa

Carl C. Proper, Editor

CONTINUOUS circulation at less than 5c per thousand is what Wm. Wrigley, Jr. Co. gets in Criterion three-sheet poster service—with nearness to sale as a unique advantage. Thirty months from now, when this first showing expires, we hope to be serving this advertiser in most of the 2000 towns where Criterion Service is available for tailor-made coverage of your market, by neighborhood-units.



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WRIGLEY BUILDING

February 234,

1927.

Criterion Advertising Company, Fisk Building, Sew York, E. T.

Dear Mr. Birch:

OPPICE OF THE PRESIDENT

Mr. Frank H. Birch President.

Replying to your inquiry, we are pleased to state that the three-sheet posters which

you have placed for us and which have now bean up for the past six months, have proven very satisfactory, and we are well pleased with the service and op-operation you have given us.

Very truly yours, ME. WRIGHET JR. COMPANY.

44.42

PEW-M3



THE "EMOTIONAL" APPEAL IN ADVERTISING

An advertisement may possess attention power. Its theme may be well chosen. It may be packed with salient facts.

With all, it may prove a "dud."

It's like a beautiful, high-grade motor car. Gas alone won't make it go. An electric spark is needed to ignite the gas.

And so, in advertising, one cannot depend purely upon "reason why."

The spark of *emotional appeal* is needed to "ignite" the facts!

This is true in all forms of salesmanship, whether personal or written.

Ninety-five per cent of all sales are probably made, not "thru the head," but "thru the heart."

When an advertising campaign goes wrong, one of the first things to look for is "spark" trouble—lack of emotional appeal.

HENRI, HURST & McDonald . Advertising
58 EAST WASHINGTON STREET . CHICAGO
874 DELAWARE AVENUE . BUFFALO

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line with prices of other commodities and that farmers' purchasing power is thereby reduced. With this fact in mind, the question has heen raised whether-granting that the increased purchasing power of industrial labor is in large part a real and permanent gain and not a temporary abstraction from the farmer-the reduced purchasing power of the farmer does not, from the point of view of the country as a whole, offset the increased buying power of the industrial classes. The answer to this question would seem to be only in part and in smaller part than is frequently assumed. purchasing farmers' decline in power does not necessarily mean an equivalent reduction of the agbuying power of the gregate country.

INFLUENCE OF POOR AND GOOD CROPS

In this connection, a distinction, sometimes overlooked, is necessary, namely, the difference between a low buying power of the farmer arising from poor crops and that arising from good crops. Part of the low buying power of the farmer has been due to good crops, that is, to such an abundance as to depress the price to the farmer below a profitable point. The net result, however, is not a total loss to the country. Indeed, except so far as agricultural products are exported (and not over 20 per cent-probably considerably lessis exported) and except so far as these exported crops bring a reduced aggregate income from our agricultural exports, good crops and low prices need not necessarily decrease the aggregate real income of the nation as a whole.

What, then, is the bearing of this complex situation upon the future of American business? The essential conditions to the maintenance of a high volume of business in a reasonably self contained economic unit such as the United States are:

I. A high degree of productive effi-

2. A wide distribution of income and a high standard of living.
3. A proper balance between consumption and saving, and in capital equip-

ment as among the various industries.

4. Ample credit facilities well controlled

5. Confidence in the future.

How far do conditions in the United States meet these requirements? I think there is room for some doubt as to whether we have as balanced a situation in some of our new building and in some of our capital equipment as is desirable. In certain lines speculative activity has perhaps been carried a little too far. It is not at all clear, however, that with possibly few exceptions this over-expansion has been carried to a point which cannot soon be corrected if operations for the immediate future are kept within reasonable limits. Evidence of caution seems to indicate that for the time being serious over-expansion may be checked. Again, the desirable balance between agriculture and industry certainly is not yet attained. there is lacking satisfactory balance between the earnings of particular groups in the building trades and some other occupations. With these exceptions, however, the balance in American industry seems to be pretty well established.

What, then, is the problem be-fore us? We have been accustomed in the past to the more or less regular recurrence of alternate periods of prosperity and depression. The present period of expanded volume of business has already passed the limit of normal expectancy and if business today were controlled completely by the forces controlling previous periods we should have had a depression before now. Past depressions have been the product of one or both of two factors-serious economic maladjustment and what is commonly called the psychological factor. The latter has sometimes carried business movements, whether advances or recessions, far beyond the bounds established by fundamental economic conditions.

Today there exists no degree of economic maladjustment to suggest a recession of any considerable duration, and as long as business men and bankers continue to use the same degree of caution that they

Mar.

have on the whole during the last four years, there should arise no economic cause for one. There will, of course, recur with more or less regularity moderate advances and recessions. The depth of these recessions, and to some extent their duration, will depend principally upon the part played by psychological factors, the force of which it is extremely difficult to measure.

The notable advance in the study of underlying factors in business that has taken place during the last half dozen years has done much to free American business from the influence of so-called psychological forces. The wider knowledge of economic conditions and firmer grasp of fundamental facts leave the business man less in the dark than formerly. have, therefore, in this increased knowledge, if not a preventive of temporary loss of balance, at least a force operating to re-establish psychological equilibrium. In the future, therefore, we may well expect recessions to be of less depth and of shorter duration than in former years.

The American economic body is organically sound. The volume of new business in some of the socalled key industries may decline and a psychological reaction re-sulting in a decline in the general volume of business may follow, but unless some economic maladjustment more serious than anything now in sight should develop the recession-if it comes-should be short-lived and business should soon regain its forward advance.

Hewes and Potter Incorporate The firm of Hewes and Potter, Bos-

ton, manufacturer of Bull Dog prod-ucts and Spur Ties has been incor-porated. For thirty-seven years the firm was a partnership, the partners being James A. Hewes and Frank W.

The incorporation will not affect the business in any way. The invested interest remains exactly as it did under the partnership, no outside capital be-

the partnership, no outside capital being admitted.

The officers of the new corporation are: President, James A. Hewes; treasurer, Frank W. Potter; secretary, H. L. Hazen; assistant treasurer, George K. Morey; vice-president, John L. Brummett and directors, H. A. Bancroft and L. A. Fuller.

The Compliments Are Appreciated

WM. H. RANKIN COMPANY
NEW YORK
Editor of PRINTERS' INK:

Editor of PRINTERS' INK:

I want to thank you for your very comprehensive letter of the 21st in resiv to mine of the 16th in which I saked for information on a problem now certouting one of our clients.

You have, in fact, gone much further than I asked you to, as merely a list of articles and the dates in which they had appeared in PRINTERS' INK MONTHLY would have been sufficient.

PRINTERS INK ADDRESS.

The thorough, comprehensive manner in which you have handled this matie is indeed much appreciated—and I am transmitting your letter in its entirely considerate.

to our client.

WM. H. RANKIN COMPANY
FRANK R. FARNHAM.

PACIFIC RAILWAYS ADVERTISING COMPANY

SAN FRANCISCO, CALIF.

Editor of PRINTESS INK:
Thank you for the very prompt and
efficient way in which you answered my
recent inquiry regarding banks adverting their communities. Being in charge
of a "Service Department" myself, 1 speak with feeling when I say that the service you render is exemplary!

Pacific Railways Advertising

COMPANY W. B. GARTHWAITE.

Appointed by "Needlecraft Magazine"

Fred C. Blanchard, Jr., formerly with Better Homes and Gordens, and Ogden Brown, for several years with the Farmer's Wife, have been appointed to the staff of Needlecraft Magazine, New York Mr. Blanchard will cover New York and New York State. Mr. Brown will cover the Middle West from the Chicago office.

New Accounts for E. T. Howard Agency

Ferd Muelhens, Inc., New York, tsilet waters, has appointed the E. T. Howard Company, Inc., advertising agency, almoof that city, to direct its advertising secount. Newspapers are being usef. The Barcelona Products Company, New York, castile soap, which has almoplaced its account with this agency, is using magazines and business papers.

Robert S. Collins Joins Gravure Service

Robert S. Collins has joined the Gravure Service Corporation, New York, as Western manager with offices at Chicago. He was recently with the Western staff of Women's World. Mr. Collins was at one time advertising manager of the Stromberg Motor Device Company, Chicago.

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BALTIMORE ENAMEL

Makers of "DuraSheen" Lifetime Signs

P.O. BOX E-4, BALTIMORE, MD. - 200 FIFTH AVE. NEW YORK

How to Put Latent Good-Will to Work When Adding New Lines

The Moto Meter Company, While Broadening Its Lines and Effecting Economies in Sales and Production, Is Making Good Use of Its Established Reputation

By George H. Townsend

President, The Moto Meter Company, Inc.

HAT which keeps a good salesman going at his greatest efficiency is exactly the same thing that keeps a sales organization forging ahead, namely, new worlds to conquer. The same is true of a business as a whole. When a

business has captured its market and settles down to the job of merely holding its gains, that business 15 headed for the toboggan.

We introduced the Boyce Moto Meter in 1912. In the fifteen years of our existence we have made and sold over 10,000,000 of these radiator heat indicators. Part of our production is sold direct to car manufacturers for original equipment. Most of these Boyce Moto Meters, however, are sold to car owners through

the automobile accessory trade. We have built up an efficient selling organization which calls on jobbers and accessory dealers. Our market on Boyce Moto Meters is necessarily limited by the car market. To keep our market, to hold the position we have gained, we are constantly seeking ways to intensify the efforts of our salesmen. This we do by helping our jobbers and dealers increase their sales. Without in any way interfering with the efficiency of our salesmen, and at no increase in sales expense, our men could sell other items to jobbers and dealers

if we could find other items for them to sell.

For years we have been looking for new products which could be sold to our regular jobber and With our present dealer trade. manufacturing facilities taxed to

their utmost on our regular products, the problem of broadening OUF business by expanding our lines has been hedged about with certain difficulties.

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All things considered, we have had a satisfactory growth. Starting from scratch, the business has shown substantial creases every year in volume of sales, while our profits have grown steadily. Nevertheless, we felt our position could be



Our success with the Boyce Moto Meter is due to the fact that we took one of our items and made a leader out of it. Having accomplished this, we desire now to build a family of products around the leader, capitalizing the good-will which has been created for the leader to merchandise other items as fast as we can find

In addition to the Boyce Moto Meter, we have for some years manufactured a line of industrial thermometers, in the making of which we are utilizing the move-



GEORGE H. TOWNSEND

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Hanging Up A New Mark in Circulation Growth

During February, the shortest month of the year, The Tulsa World made by far the greatest gains in circulation ever accomplished by any newspaper in Eastern Oklahoma.

The average daily sworn net paid circulation of the Tulsa World for February, 1927, was:

75,398

Average Sunday Circulation 63,088

This magnificent circulation growth . . . 2,300 morning daily, 2,900 Sunday and 1,300 for the lusty youngster known as the evening editions . . . is characteristic of the high value World subscribers place upon the various editions of The World and of the constructive enterprise of this newspaper to better serve its advertisers.

TULSA-WORLD

Oklahoma's Greatest Newspaper

TULSA'S ALL-DAY NEWSPAPER

THE NEWSPAPER THAT MADE THE MAGIC EMPIRE OKLAHOMA'S GREATEST MARKET UNIT

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We Did A Good Job For



The Toronto Star Weekly carried 52,000 lines of NASH advertising in 1926—more than all other Toronto papers combined. NASH sales increased in the city of Toronto from 81 cars sold in 1925 to 249 cars sold in 1926.

NASH have now given us a repeat schedule which calls for more than a half-page every issue—appreciation of The Star Weekly's worth.

We can produce just as good results for your product. If you want sales volume, sell to volume—through Canada's largest circulation.

Representatives:

CHAS. H. EDDY CO., New York, Chicago, Boston. J. B. RATHBONE,

Montreal.

ment which was developed for airplane heat indicators during the war. This is a separate department of our business, the products being sold direct to industrial plants by a group of salesmen who

have nothing to do with the selling of the Boyce Moto Meter.

While these devices are not entirely new, they have heretofore always been extremely expensive; but by the simple mechanism we have worked out on our airplane instruments, we have been enabled to greatly reduce prices, and we hope eventually to build up a large division of our business from this source. Thus in addition to our industrial business on our temperature devices, we hope through the improvement mentioned and other economies to be able to develop an equipment business with manufacturers of household appliances, such as refrigerators, heating devices, washing machines, and so forth. which will open up an enormous market.

We have recently acquired the business of the National Gauge

& Equipment Co., La Crosse, Wis. The main lines consist of automobile dashboard panels, ammeters, oil gauges, gasoline gauges, and other press parts which are sold to car manufacturers for equipment purposes. This company also builds a line of oxy-weld gauges and other pressure gauges which are sold to the same line of industrial customers as our temperature devices. We will, therefore, be able to combine our own industrial sales force with the sales force of the National Gauge & Equipment Company and put on more men with a view to increasing production. The reader will be able to see the resemblances and differences between the two businesses and the advantages which will accrue to both by merging. Each will be able to supply something that the



THIS IS ONE OF THE NEW PRODUCTS THAT IS BEING ADVERTISED TO THE INDUSTRIAL MARKET

other lacks. At the same time, the merger gives the united structure a much broader foundation to rest on, and will permit the business of both organizations to expand in a way that would have been impossible for each separately.

As an illustration of how this is going to work out, we have already developed two new specialties which we are just about to introduce to our dealer market, namely, the "Moto Meter Self-Adjusting Spark Plug" and the "Moto Meter Tire Tester." While both of them are additions to our "Moto Meter" line, the spark

plug will, for the time being at least, be manufactured at the Moto Meter Company plant, Long Island City, and the tire tester will be manufactured at La Crosse, Wis.

Incidentally, the Moto Meter Self-Adjusting Spark Plug is, I believe, an interesting development. As is generally known, the ordinary spark plug has a fixed spark gap, which remains the same for starting as for running. Our engineering department, after a period of tests, has discovered that much easier starting can be secured by reducing this gap while the motor is cold and opening the gap even wider than on the usual plugs when the engine is in operation. Our new plug automatically adjusts itself to temperature conditions.

We feel that this is a very sensational development. Therefore, we are adopting an unusual method of announcing it to our trade and the car-owning public.

Conditions in the automobile accessory field are vastly different from what they were when we brought out the Boyce Moto Meter. At that time nothing like it was on the market. On the other hand, the spark plug situation is highly competitive, both in the equipment business with car manufacturers and the replacement business through the trade. ends of this business are handled on a contract basis-car manufacturers buy their requirements that way, and jobbers handle certain makes of spark plugs on an exclusive arrangement. Moreover, our new plug lists to the consumer at 75 cents for Fords, 90 cents for other cars, and \$1 for trucks and buses, which is approximately 25 to 50 per cent higher to the consumer than other makes are sell-

We want to sell the car manufacturer for original equipment and we want to sell the car owner for replacement, but we do not want the business at a loss. Taking business away from our competitors on a price basis is not our idea of entering the spark plug market. Practically all our pres-

ent jobbers on Boyce Moto Meters are tied up on exclusive sales contracts with other spark plug manufacturers. We might try to force some of these jobbers to take on our spark plug through fear of losing our Moto Meter business. We prefer not to do this. We prefer to start at the other end and create a consumer demand, even at the risk of losing some sales before our plug is in distribution.

When the Boyce Moto Meter was introduced in 1912, it was regarded as a decoration, not as a reliable scientific device. We had to demonstrate it to automotive engineers, to garage men and motorists. Not only did we have to prove it was a reliable instrument that would do what was claimed for it, but we had to prove there was a need for it to prevent the overheating of engines. The struggle for recognition and acceptance was not easy. At first, we offered it to the jobbers. They were not interested. Then we took it to the car manufacturers. After extensive tests it was adopted by Packard, Stutz and Mercer as standard equipment. Other car manufacturers lowed. We might have withheld it from the jobber altogether and aimed to get the market through original equipment, for there is no replacement market on the Moto Meter. It did not seem advisable to us to do this, for many reasons, the principal reason being that we wanted to create a demand for our product in the mind of the individual car owner.

So while we continued to seek equipment business we went after the great market of cars already in 'use. We therefore began an aggressive and intensive campaign through the jobber on garages and automobile accessory stores. In eight years, we had accomplished a fair distribution. In 1920, we began a campaign of national advertising in the general magazines, supported by advertising in a list of business papers. This we have added to each year, with most satisfactory results. During 1927, all of our magazine advertiseai

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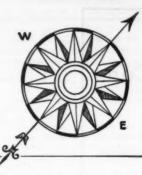
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Thin, strong paper for pocket maps

THE tourist map of New England published by the Boston & Maine Railroad is a fine example of map printing. The map is so thin and light that it easily folds to fit the pocket and is hardly more bulky than a letter.

This map is printed on Warren's Thintext. Thintext was specially chosen for the job because it is so thin it saves room and solight it saves mailing costs. It has unusual strength, and a smooth, velvety surface that insures perfect printing results.

In addition, Thintext binds well, folds smoothly, lies flat, is not difficult to handle on the press, and is sufficiently opaque so that printing on the front will not make printing on the back hard to read.

Send for our free booklet, "Making it Easy to Plan Printing on Warren's Thintext." It will show you many samples of just what fine results Thintext gives. S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.

THINTEXT

one of WARREN'S STANDARD PRINTING PAPERS

Mar

Good Copy

Yours may be one of the best institutions of its kind.

You may be a recognized leader in your field.

You may inspire your associates and those who know you with 100% enthusiasm and confidence.

Still, if 51% of the people who ought to do business with you don't know your standing or your service—then, in addition to advertising,

You need good copy.

HAWLEY ADVERTISING COMPANY Inc.

95 MADISON AVE. NEW YORK CITY ments, both in consumer and trade publications, will be in two colors.

The equipment end of our business represents about 15 per cent of our entire production, which is the proportion we try to maintain though it often runs as high as 20 per cent. Thus the bulk of our Boyce Moto Meter business is sold through retail channels. We feel it is this condition which makes it possible for us to market a spark plug and other specialties which we may develop later under the Moto Meter name.

What we are doing, therefore, in announcing our new spark plug is first of all to capitalize our good-will in the name Moto Meter by calling the new product "The Moto Meter Spark Plug," and second, to present a special introductory offer of a set of plugs to car manufacturers, jobbers and dealers, for trial, in an attempt to familiarize the trade and car manufacturers thoroughly with the new plug before our consumer and trade advertising starts.

For example, during February we mailed to a list of 110,000 jobbers, dealers and car manufacturers a folder describing the Moto Meter Spark Plug. In this folder we are telling the recipient that we want him to be the judge of whether or not the Moto Meter Spark Plug will accomplish what we claim for it. So we are saying: "Make your own tests, try the plugs in your own car. will meet you more than half way on the expense, namely, \$1.50 for a set of four for a Ford; \$1.75 for a set of four for any other make of car; \$2.50 for a set of six for any make of six-cylinder car and \$3.35 for a set of eight for any make of eight-cylinder car." This offer has nothing to do with our prices to the trade and the merchandise is not offered for resale. For this reason we are asking for remittance with order.

We feel that we have a very sensational development in this new spark plug because of the new principle it involves. It enables us to go to the dealer with a story of real service and at the same time offer the dealer an in1927

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s is We After all is said, the majority of people like decent things—decent living—decent neighbors—decent amusements and decent reading.

LARGE CIRCULATIONS, if number is the preferred claim, are not too important nowadays as an advertising consideration for distribution of the best commodities.

MORE AND MORE it is being recognized by shrewd sales managers that a good newspaper with quality circulation means quantity sales.

THE BOSTON EVENING TRANSCRIPT, with its large clientele of family readers—an audience that has demanded for nearly one hundred years a newspaper of highest quality—offers an advertising service to the general advertiser that few other newspapers in the country can equal. Travel where you will, you will find the good name of the Boston Transcript has preceded you.

Highest ratio of buyers to readers

National Advertising Representatives

CHAS. H. EDDY CO.

R. J. BIDWELL CO.

Boston New York Chicago

San Francisco Los Angeles

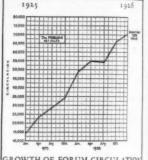


"Read in 4 Out of 5 Homes"

THAT'S RIGH1 isn't it

AKE that 15,000 and think of it as the circulation of the Forum in January, 1925. Take that 75,000 and think of it as the circulation of the Forum in Januarv, $1927.5 \times 15,000 =$ 75,000. That is right!

The Forum is read by 75,000 of the best type of people in this country. They are alert, responsive and in-



GROWTH OF FORUM.CIRCULATION

terested. They've got their thinking caps on. And what is more they are telling their friends. The 15,000 in 1925 told 60,000 in two years. Not a bad beginning.

When do you begin reaching this growing market through the advertising pages of the Forum? When do you begin letting 75,000 people start telling their friends about your product? Why not begin now?

A Magazine of Controversy Edited by HENRY GODDARD LEACH 247 Park Avenue, New York

teresting profit margin. We are using four-page colored inserts in ware publications and are making a long list of automobile and hardour announcements as sensational as the product seems to warrant. "The greatest We are saying, achievement since the invention of the self-starter," and "The first real advance in spark plug design in twenty years."

Our first announcement to the general public in consumer publications will appear in a periodical of general circulation this month -a two-page spread in colors.

The introduction of our other new specialty, the Moto Meter Tire Tester, presents other prob-lems. Here is a market that differs from the Boyce Moto Meter market and the spark plug market. There is no original equipment business, or none to speak of, and no replacement business. The sale for a new tire tester will therefore not be so large as for either of the other two items.

We believe, however, we have an article of unique merit. We have a selling organization already in the field, we are naming the "The Moto Meter Tester," which invests it with the good-will of our leader, and, besides, we have the advantages of the manufacturing facilities of our La Crosse factory. We have decided to link up the announcement of this new item with the announcement of our spark plug, by using the fourth page of our trade publication inserts for describing it. Here we show a large pictorial reproduction of the article, under a bold headline, "The Moto Meter Tire Tester—Another worthy addition to the Moto Meter line."

This is the way the new article is described in our first advertisement to the trade:

in uì

One of the features of the Moto Meter Tire Tester is its simple construction; all geared movements are eliminated and instead, an improved type of Bourbon tube used. The chromium plate finish combines beauty with durability; the crystal is unbreakable; leather carrying case with each instrument. Convenient, accurate and dependable; indicator arrow regis-



To advertise Punch

denotes that same pride in marketing your goods that you take in manufacturing them

MARION JEAN LYON Advertisement Manager, "PUNCH"

80. FLEET STREET,
LONDON. E.C. 4. ENG.



What Percentage Does "Copy" Cost?*

A New York "copy" man, perhaps stirred up by W. R. Hotchkin's reference to \$4 copy in \$50,000 space, writes to ask us what percentage text does cost. It cost him \$1 to get the answer out of our Dope Sheet No. 35.

He also found-from agency costs. into which rent and overhead must be figured-how much of the advertisers' dollar goes into purchases for the client and how much into agency payroll, rent, traveling, advertising and general expense.

He found how much goes into general management. "contact and copy", art direction, media analysis, market research, mechanical production, accounting and clerical.

He got "contact and copy" broken down into general counsel, plan and actual creative work.

And finally he found out how much it costs to issue a production order, buy a plate or an ad-set, make a contract, send out an insertion order and do a number of other routine jobs.

In short, he got an earful of dope that we've never seen printed elsewhere or even guessed at in such detail.

You can get the identical information for a dollar in Dope Sheet No. 35, but if you had the Ellis Dope Book, at \$33 a year (cash-in-advance price), good things like this would be coming to you automatically all the while.

Better get on the list at once: Ask about it, anyhow.

LYNN ELLIS, Inc.

Desk A-22, Room 346

One Madison Ave., New York

*Incidentally, Mr. Hotchkin, it costs nearer \$1650 than \$4

ters and holds pressure figure until re-

ters and holds pressure ngure until re-leased by reset button.

Made in three types: Balloon. Reg. ular and Truck with proper pressure scale for each—same list \$1.50 for all models. Stocked by all leading jobbers.

Long before this advertisement appeared, and in order to see whether there would be any interest in the trade for our new tire tester, we sent out a telegram to a selected list of our jobbers. describing the device and asking whether they would care to place an order for a quantity. Orders received from this telegram totaled 30,000 tire testers before our business-paper advertisement anneared.

Thus we are launching our program of expansion. Through advertising and the merits of Moto Meter products we believe we have won the confidence of the public, the trade, car manufac-turers and our industrial customers. It is our intention to capitalize this good-will in introducing our family of products and to continue the use of national advertising for our entire line, Through the manufacturing advantages of our plant at La Crosse we expect to bring out other improved automotive devices from time to time and in this way to provide new products for our selling organization to handle.

Houston, Tex., "Press" Appointments

Jeff Barnette, of the Houston, Tex., Press, has been made acting advertis-ing manager. A. S. Burdette, formerly ing manager. A. S. Burdette, formerly with the Wilmington, Del., Star, has been appointed local-foreign advertising manager of the Press.

George McGurty Resumes Own Business

George H. McGurty, of McGurty and Smith, financial advertising ser-vice, at Cleveland, has re-established his business under the name of Mc-Gurty of Cleveland.

Lighting Fixture Account for St. Louis Agency

The Edwin F. Guth Company, St. Louis, lighting fixtures, has placed its advertising account with the John Ring. Jr., Advertising Company, also of that city.

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I Want to Work! Yes sir, I want to work for your business. Circular letters, form letters, folders, statements and billheads sent out on my fourteen compelling tints (besides pure white) attract attention, and they usually get a response.

For a mere paper, I am strong and raggy in character despite my moderate price. I have thousands of satisfied employers. They are all conservative business men who want action and use me to get it.

For nosing into new markets, I'm the best kind of explorer. Equipped with nothing but a message and a postage stamp, I can bring in business and indicate where your markets really exist. The cost of employing me is negligible compared to the service I perform.

Printers are my good friends. I also perform splendidly on multigraph and typewriter. Try me. If you write to my makers, I'll drop in to see you in some morning's mail.

ACTIVELY YOURS.

Chieftain Bond

"Note the Tear and Wear as well as the Test"

NEENAH PAPER COMPANY

Makers of SUCCESS BOND OLD COUNCIL TREE BOND CHIEFTAIN BOND NEEDNAH BOND Neenah, Wisconsin

WISDOM BOND GLACIER BOND STONEWALL LINEN LEDGER RESOLUTE LEDGER PRESETTOE LEDGER

Write for complete free sample outfit, including full shorts of Nornah bonds and ledgers
for testing purposes



A premium department for your business without investment.

- —An organization, embodying the economy and efficiency of a consolidated premium department of a group of large Premium Users, now offers its services to other representative, non-competing concerns.
- —This joint organization carries in stock all premium merchandise in the widest variety — prepares and prints all premium catalogs—makes shipments of all premiums direct to the customer—and charges only for the low cost of the catalogs and for the premiums actually shipped.
- —It relieves of all detail avoids all premium investments — furnishes expert advice and guidance yields maximum efficiency.
- —This organization invites correspondence from concerns of standing who seek the advantages and economies it tenders.

THE PREMIUM SERVICE CO., INC. 9 West 18th Street New York

Don't Call a Woman "Housewife"

"If you want to insult a woman, call her 'housewife," said B. V. Flannery, art director of N. W. Ayer & Son, in an address before the Philadelphia chapter of Art Directors. He stated that women want to be smart, new and voguish and that sometimes advertisers find themselves less "smart" than the people they seek to sell. Another mistake frequently made, in to look down upon the average man as one of inferior intelligence and who, therefore, must be talked down to. As a matter of fact, Mr. Flannery said, the "average" man is far above the average" man is far above the

To Hold British Convention in July

The convention of the Fourteenth District of the International Advertising Association, will be held at Olympia from July 18 to 23. The membership of this district covers the advertising clubs of Great Britain. Sir William Veno has been named chairman of the convention.

Douglas-Pectin Doubles Net Income

The report of The Douglas-Pectin Corporation, Rochester, N. Y., maker of Certo, including its subsidiaries, the Douglas Packing Company Ltd., and the Oil Emulsion Corporation, for the year ended December 31, 1926, shows a net income of \$1,057,325, after charges and Federal taxes, against \$457,381 in 1925.

Automotive Account for The Buchen Company

The A. O. Smith Corporation, Milwaukee, manufacturer of automobile frames, oil well couplings, cracking stills and pressure tanks and vessels, has appointed The Buchen Company, Chicago advertising agency, to direct its advertising account.

Transferred by Jam Handy Picture Service

Gerard McDermott has been transferred to the position of service representative of the Jam Handy Picture Service. His headquarters will be at Chicago, and he will have charge of clients' field service throughout Illinois, and adjacent States.

William Macnaughtan Appointed by Flintkote

William Macnaughtan has been appointed sales promotion manager of The Flintkote Company, Boston, manufacturer of asphalt shingles and roofing. He has been engaged in sales promotion and reorganization work in New England. se-

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1926

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of

721,070

AGATE LINES

thru results

ALTOONA is very thoroughly covered by its newspapers. Especially is this true of the Altoona Mirror, inasmuch as 81.5% receive the Altoona Mirror by carrier. This does not include street sales or newsstands. By putting the two together you can readily see that Altoona is covered by its evening newspaper. 75.23% of this coverage is exclusive of the morning paper.

87.35% of the patrons are conscious of preferring the Mirror for advertising information. This is also true of the rural districts.

Altoona Mirror

ALTOONA, PA.

Business Direct

FRED. G. PEARCE, Advertising Manager



Advertised regularly in Child Life

add-a-hearl

THE Juergens & Andersen Co. has placed another full page schedule in Child Life. This is the sixth year that Add-a-pearl necklaces have been advertised to Child Life families.

Do families buy your product?

....here is a responsive market ...100% family!

Child Life reaches an exclusively family market of more than 650,000 readers. Circulation analysis shows 2 adults and 2.4 children per copy—150,000 copies monthly.

Here if anywhere you'll find quality and quantity buying. These families all have incomes far above the average—needs without limit

Look through the current issue and you'll better appreciate why Child Life's advertisers use this magazine as one of their most important family media.

Write for complete information.

CHILD LIFE

Rand McNally & Company - Publishers, Chicago

Gotham-Onyx Merger Brings Test of Advertising

Merchandising Plan That Made Gotham a Success without Much Advertising Forms Basis for Large Advertising Campaign on Onyx

By Albert E. Haase

MERGERS of businesses, in the past, have been made chiefly with production costs in view. In recent years, the question of distribution has been forcing itself to the front as a basis on which to consider a merger. Owners of certain nationally ad-

927

thought in mind that the Gold Dust Corporation bought the shoe polish business of Two-in-One, Shinola and Bixby.

A short time ago, the Gotham Silk Hosiery Company bought the Onyx hosiery business. The merger of these two businesses is



ONE OF THE NEWSPAPER ADVERTISEMENTS IN THE CAMPAIGN WHICH, IT IS SAID, WILL.
HE ONE OF THE LARGEST EVER CONDUCTED IN NEW YORK FOR A SINGLE PRODUCT

vertised products, especially of products which have been on the market long enough to pass out of the specialty class and to demand consideration as staples, have effected mergers with other nationally advertised products in recent years with distribution economies as the principal factor in the situation. The Postum Cereal Company, with products such as Grape-Nuts and Postum, for example, bought such well-advertised products as Jell-O and Minute Tapioca with the possibilities of lower distribution costs in mind. It was with this same

somewhat different from those already cited. The products of both of these companies, being full-fashioned silk hose, were in direct competition with each other. Jell-O and Grape-Nuts were not. Nor were Gold Dust and Shinola. All of the products in the Postum merger and the Gold Dust merger had long been widely advertised. Gotham was practically a nonadvertiser; while Onyx had long been a national advertiser.

Compared with Onyx on the score of years, Gotham is a young-ster. Onyx has about forty-five years of history behind it. Gotham

Mar

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KO

you were one of a group of heirs to \$23,000,000—

How much would you spend to establish your claim? Write to me today and I will tell you how to get your share of the budget of

\$23,580,000

to be spent by the Y. W. C. A. in 1927

If you are selling something that can be used by our

304 Cafeterias

(Served 29,326,891 meals 1926)

your advertising contract includes a "Y" service that will double results for any of your salesmen.

"Getting in right" is half a sales battle. Leave that to "Y" service.

You will also reach authoritatively 1,154,946 women who must buy food, clothing or what have you?

Advertising Manager

WOMANS PRESS

600 Lexington Avenue New York City

You do not have to sell Cafeteria supplies to get "Y" service—tell me your line, and I'll show you a plan to fit it.

was started some fifteen years ago. Onyx, backed by advertising, had been successful. As a non-advertiser, Gotham had been so successful that it couldn't afford to advertise. Its policy from the beginning has been: "Never sell a pair of stockings as Gotham Gold Stripe unless we make them ourselves." Its business grew faster than its manufacturing facilities. Consequently, it felt it never had a chance to advertise extensively.

THREE ADVANTAGES IN PURCHASE

The company saw three distinct advantages in the purchase of the Onyx business. In the first place, this purchase solved its produc-tion problem, for it gave Gotham necessary increased manufacturing facilities almost immediately. In the second place, it gave Gotham the ownership of a patent—the Pointex heel-a matter of considerable importance in the hosiery business now that women are discarding high shoes for low shoes and slippers. The third and unusual aspect of the purchase is that it gave Gotham the oppor-tunity to try its hand at advertising on a large scale.

Gotham has created a selling plan for Onyx Pointex hosiery that combines the merchandising ideas which made Gotham Gold Stripe hosiery a success with a definite advertising program of large proportions.

Gotham does not sell to retailers through salesmen. It sells by mail. It will sell Onyx hosiery to retailers by mail. Gotham had a limited number of colors and shades. While other manufacturers were putting out a line of stockings that included 200 or more colors and shades, Gotham limited itself to thirty-six. The company saw to it, however, that in this color range were all of the wanted shades of the day. It will follow the same color policy on Onyx.

Gotham satisfactorily solved the "stock" problem of the retail hosiery store or hosiery department. It worked out a system that reduced by a large amount the investment a retailer had to make 1927

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Speaking of

BOTTLE and CAN SEALS

Here is an interesting item from a leading publication:

"When the customer who has bought a bottle of cough syrup takes it home and by devious ways and methods finally succeeds in thoroughly disintegrating the cork and dropping about half the particles into the syrup you can imagine his irritation and disgust. And it all reacts unfavorably on the druggist.

How much better it would have been for the dealer as well as the customer to have had that cough syrup bottle equipped with a Kork-N-Seal Cap! How much easier to have opened the bottle, and how much more convenient to have put back the original stopper rather than a paper wad to replace the broken cork.

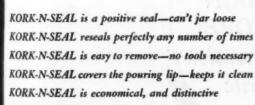
All of which suggests the practical utility of the Kork-N-Seal Cap, not only on cough syrup containers but on any number of other bottles as well.

This style of cap is becoming increasingly popular with the housewife, and druggists will do well to see that preference is given to products put up in Kork-N-Seal containers.

The Kork-N-Seal is manufactured and supplied by the Williams Sealing Corporation, Decatur, Ill."

- The Bulletin of Pharmacy

To open: merely raise the lever and push with thumb.



KORK-N-SEAL has real sales value

To reseal, replace cap on bottle and push lever down.

WILLIAMS SEALING CORPORATION
DECATUR, ILLINOIS

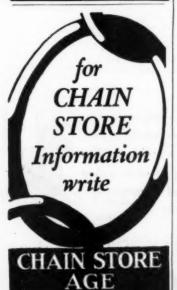
Williams KORK-N-SEAL

Me

We make big books and little folders to create new business for our customers. Ask to see *The Miracle of Coral Gables*.



CURRIER & HARFORD LTD · 468 FOURTH AVE., N.Y.C.



in a stock of hosiery. Its policy on color was of great importance in this respect. Wide color range, however, was but one of the reasons why retailers had to carry a large stock of hosiery. Size range was the other big factor. This obstacle of "size" was overcome by an "inventory plan" of selling which Gotham worked out. Briefly, the Gotham "inventory plan" is this:

First a retailer is offered an opportunity to stock a definite standard assortment planned from the standpoint of sizes, colors and amount of money, that different types of retailers could spend for a hosiery stock. From the day that assortment is stocked, the Gotham inventory plan goes into

operation.

When a retailer sells a pair of, say, dark gray Gotham hosiery, size 91/2, to a customer, he fills out a slip ordering that very same stocking from the company and it comes to him within twentyfour hours after he mails his order slip. The plan has worked out so that at the close of each day, each retailer orders from Gotham what he has sold that day, and he gets his order filled as quickly as is humanly possibleusually within twenty-four hours. Close co-ordination of manufacturing and selling is necessary to carry out this policy. The handling of small orders is continually This means a wellrequired. organized shipping department. It is consequently well prepared to give Onyx retailers the same inventory service.

Another feature of the company's merchandising policy is a complete willingness to make ex-Any retailer who finds changes. certain colors to be shelf-warmers may exchange them for colors that are moving in his store. In order to encourage window displays, a liberal policy on the exchange of stockings that are damaged in any way while being used for counter display or window display pur-Both of poses was instituted. those policies will be in force for Onyx.

Gotham's merchandising plan,

, 1927

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picture readers ~all!

THE plumber, the garage man, the carpenter, the man who works with tools of any kind. In the aggregate he is the consuming public for many a substantial business. In many ways he's a better educated man than you or I—and his only possible way of learning the vast number of things he does learn about new tools, new uses, is by pictures.

Time is too short, memory too fleeting, to retain the story of type, but he *does* see and remember the story of pictures. And the beauty of a picture is that it's all there in one glance.

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, INC.

C. A. STINSON, President

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square

230 South 7th St.

HILADELPHIA

The Sewing Circle

Old-fashioned! Perhaps, but just the same the Sewing Circle meets every Friday afternoon in hundreds of Catholic parishes.

Sometimes the ladies use the patterns they buy through Our Sunday Visitor; sometimes they sew for Christ in the tabernacle, and every day our St. Veronica department receives boxes of hand-made altar linens for distribution among needy missions and poor parishes.

Self Denial Taught by Christ at His Birth is a special Lenten meditation in our March 6th issue, contributed by Father Hengell, pastor of the Catholic student's chapel at the University of Wisconsin.

A 26 per cent increase in our January and February advertising volume over the same months of 1926 makes us feel that advertisers are receiving full value for their money—that's good.

Several advertising agencies are placing their client's copy with us for the sixth and seventh years. Thank you!

A series of articles called "Personal Visits with His Readers" has brought our founder and editor, Bishop Noll, a host of complimenting letters.

The Books of the Bible, a series of four talks on the Bible, will soon start in Our Sunday Visitor. Father John Corbett, S. J. delivered these same talks over the radio recently, station WLWL, New York City.

OUR SUNDAY VISITOR

is the largest religious weekly publication in the U.S. Over HALF A MILLION circulation. Advertising rate \$1.25 per line. Published at Huntington, Indiana.

> Western Representatives ARCH CLEMENT & SON 163 West Washington Street Chicago, Illineis

Eastern Representatives
HEVEY & DURKEE
15 West 44th Street
New York City

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S. J.,

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in brief, was this: Instead of simply preaching the doctrine of rapid turnover to retailers it made it possible for retailers to apply that doctrine. The plan has been well described as one "which hitched the manufacturing facilities of the company directly to the retailer's side of his hosiery counter."

LARGE CAMPAIGN FOR ONYX

An indication of the fact that Onyx will be advertised in a big way has already been given. The company plans to spend a large amount of money for space in New York newspapers, beginning on March 15, in a period of one month. That campaign has been referred to "as the largest campaign ever undertaken in New York in one month for a single product." In addition to New York newspapers, car card advertising and space in a number of periodicals will be used.

The advertising plans for Onyx have been made to fit in with the selling policy that made Gotham Gold Stripe a success. A single style known as Onyx-Pointex, "style 707," is to be advertised, and not a line of styles. The retail price of the stocking, \$1.85, is to be prominently mentioned in all

A distinct talking point was available for Onyx hose in the Pointex Heel. The company decided, however, that this was not sufficient and added another. Valuable as the trim heel idea was, yet it was not news. The news element was found in newspaper reports on Paris fashions. Those reports were to the effect that "Paris makes skirts shorter than ever. Display of spring fashions show them barely long enough to cover knees." Style 707 was made to take advantage of this fashion trend and the advertising consequently is going to talk about knees.

Wide distribution is being obtained among retailers before the campaign starts by letting the retailer sell himself. The information which enables him to sell himself is given to him in the

Does the BANKER belong in your Sales Picture?

YOU are familiar with the sales picture that includes the executives of the manufacturing company, the production men, the engineers.

duction men, the engineers.

Does the banker belong there also?

He does-here's why.

Before major investments are made, involving the rehabilitation of old plants or the erection of new ones, the banker is sitting in, giving counsel and advice and helping to stabilize the program from the financial standpoint.

Perhaps he isn't as well informed on your proposition, as a sound investment of stockholders' money, as he ought to be.

Perhaps you should inform him.

May we help you decide?

The American Bankers Association Journal is an unusual class magazine. It is edited to interest—and it does interest—100,000 bank officers in the 22,000 member banks of the American Bankers Association. It offers a direct rostse to Industry, the Bank Market and Bankers as Individuals.

AMERICAN BANKERS ASSOCIATION JOURNAL

(MEMBER A. B. C.)

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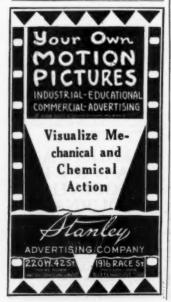
110 East 42nd St., New York City
Advertising Managers

Advertising Managers
ALDEN B BAXTER,
110 E. 42nd St., New York City

CHARLES H. RAVELL, 332 S. LaSalle St., Chicago, Ill.

GEORGE WIGHT, 25 Kearny St., San Francisco, Cal. $\mathcal{W}_{ ext{atching the birdies}}$ In the studio Is better for Both of us Than making them On the golf course! We know it. You will, once you try us!

212 West 48th St. CHIckering 3960 New York



form of a large portfolio of the newspaper campaign. That port-folio reaches him either through the mail or through the hands of members of the merchandising staffs of New York newspapers.

In it he is not only shown reproductions of the advertisements that are to appear but he is told of the merchandising plan, and is given ideas which will help him move the new product. For example, the suggestion is made that salesgirls should wear one extremely sheer stocking and one of the new Onyx 707 so that they can demonstrate to buyers that hosiery can actually appear to be as delicate as a sheer stocking, without being delicate in its wearing qualities. The point that Style 707 is "sheer and yet ser-viceable" is one that is constantly reiterated throughout the newspaper campaign.

Order blanks accompany the portfolio. The company pins its entire hopes on the willingness of the retailer to fill out and mail in those order blanks after he reads the information that the portfolio gives him. No salesmen will call for those orders, just as none called for Gotham Gold Stripe

orders.

This trial of advertising by the Gotham company must be counted as highly important. It is a fair test of advertising's ability under circumstances highly favorable to advertising. There is sufficient proof that Gotham's merchandising plan was highly successful without much use of advertising. There is every indication that it has made every endeavor to fit the advertising it is undertaking to do to this successful plan of mer-And there is every chandising. indication that it has not stinted itself in making its advertising Under those conappropriation. ditions, it cannot be said that this test of advertising's ability to sell without the aid of salesmen is any way unfair to advertising. And then, when it is remembered that the name Onyx, the name to be used in this campaign, has long been favorably and widely known, it must be said that the test is

Over 200,000. Circulation

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More than the next two largest farm journals combined.

The Family Herald and Weekly Star

"CANADA'S NATIONAL FARM JOURNAL"

Established 1870

MONTREAL

CANADA

CALUMET

Renowned as the Double-Acting

Featured everywhere as the "doubleaction baking powder", Calumet would, of course, pick The Daily Herald's doubly-acting selling power to dominate the rich market of the Mississippi Coast.

Double-acting, for sure! For the livest retailers down here use The Daily Herald as their plain index to the commodities most readily sold because most aggressively merchan-

And to thousands of consumers The Daily Herald is likewise the daily buying guide for domestic necessities, such as Calumet is indeed.

Shrewd space buyers, these Calumet people. You make no error when you choose as they did.

THE 緣 DAILY HERALD

Gulfport Mississippi Biloxi
GEO, W. WILKES' SONS, Publishers

Influencing Investors

Recognized as the leading financial newspaper of the Pacific Coast, The Chronicle is an institution among the investors whose activities have made the San Francisco Stock Exchange second only to New York.

REPRESENTATIVES

Williams, Lawrence & Cresmer. 285 Madisen Ave., New York City; 360 No. M.chigan Ave., Chicape; R. J. Bidwell Co., Times Bidg., Ls Angeles; Henry White, Stuart Bidg., Scattle.

Thronicle

made under conditions highly favorable to advertising.

The purchase of the Onyx business and the plans for selling Onyx hosiery in no way affect the company's policy on Gotham Gold Stripe hosiery. That product will continue to be made and sold as heretofore. Against the profit record on this product, with its small advertising expenditure, the company will continually check the record of Onyx with its large advertising expenditure.

Spanish Royal Mail Line Extends Advertising

The Spanish Royal Mail Line Agency, Inc., New York, which has been using newspapers to some extent, has begun an advertising campaign in magazines. The Wales Advertising Company, New York, is shandling this second.

The Wales Advertising Company, New York, is handling this account.

The Spanish Royal Mail Line has been advertising its cruises to Spain on the SS. Manuel Arnus and has now added to its fleet plying between New York and Spain the larger ships, SS. Alfonso XIII and SS. Cristobal Colon.

"Sample Case" Appoints Maynard Durham

Maynard L. Durham has been appointed advertising director of the Sample Case, Columbus, Ohio. He was formerly with the Implement and Hardware Journal, of which he was advertising manager. He will take up his new duties April 1.

"Farm Electric Dealer" to Change Name

Commencing with the April issue The Farm Electric Dealer, New York. will become The Rural Electric Dealer. This magazine is published by the Case Shepperd-Mann Publishing Corporation

Pro-Phy-Lac-Tic Net Profits Higher

Net profits of the Pro-Phy-Lac-Tic Brush Company, Florence, Mass. in 1926, amounted to \$607,906, after charges and taxes, against \$523,411 in 1925, and \$334,103 in 1924.

Federal Printing Elects Charles J. Baur Director

Charles J. Baur, general advertising manager of *The Iron Age*, New York, has been elected a director of the Federal Printing Company, New York.

A diamond is a carbon stone transformed by the skill of a lapidary into a brilliant, sparkling jewel. An advertising message is a fragment of thought possible of conversion by a skilled typographer into an artistic gem of balance & arrangement with facets of type that immeasurably please the roving eye.

WIENES TYPOGRAPHIC SERVICE 203 West 40th Street, New York

Telephone Longacre 7034

Railway mail clerks know that our overnight service to out-of-town clients is of increasing importance



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THE BEST ELECTROTYPES ARE MADE IN NEW YORK

To the man who owns an automobile—and buys electrotypes

HEN you bought your car you thought of the service you might need.

(Do this when you need electrotypes. Buy them from New York electrotypers where you can get the best possible service day in and out. Then when the emergency comes and you need immediate action you can get it in a matter of minutes.

(New York is an all-powerful magnet that draws and holds men of skill and genius. Nowhere else can you get finer work in electrotyping in all its branches. Do not penalize yourself in quality, and especially in service, by listening to the earnest talk of the man who can make electrotypes "just as good" in some town an overnight journey from New York.

"Overnight" is many hours too far from a crippled car or an electrotyping emergency. Buy all your electrotypes in New York, from duplicates of a single line plate to sets of the most involved color process plates. For with them you buy New York service.

Employing Electrotypers' & Stereotypers'
Association of New York

Executive Offices: 147 Fourth Ave.

Government Publications of Interest to Advertisers

Washington Bureau of Printers' Inx MANUFACTURERS, undoubtedly, will express as much interest in "Retail Store Problems" as they did in the separate publications of which the report is a compilation. Now designated as Domestic Commerce Series No. 9, the report is comprised of eight original studies on retailing, of which seven were published as trade information bulletins and one as a mimeographed report. All have been revised and brought up to date.

The general subjects covered are the measuring of retail markets, retail store location, store planning, budgetary control, education of retail salespeople, cooperative retail advertising, department leasing in retail stores, and vehicular traffic congestion The detail and retail business. studies of these subjects are of considerable value to any manufacturer whose selling and advertising plans anticipate the cooperation of the retailer. It is obvious that a manufacturer cannot assist the retailer in solving the problems unless he knows what the problems are, and here he will find practically all of the retailer's problems defined, with many valuable suggestions for their solution.

"Retail Store Problems" contains 140 pages, and is published by the Domestic Commerce Division, of the Department of Commerce. The price is 20 cents a copy, and the report is sold by the Superintendent of Documents, Government Printing Office, Washington, D. C.

Advertisers of clothing will find "Score Cards for Judging Clothing Selection and Construction" of interest and value because the report sets forth in detail one of the important educational features of the Government's co-operative extension work. The educational

work is now affecting the buying habits of several million farm families, and clothing is one of the most important items purchased.

As the report explains, the use of score cards as a basis for judging the relative values of articles has become a universal practice at fairs and contests where prizes or honors are being sought by the The method is also contestants. widely used in schools, clubs and other places where grading is done and where relative values are taught. . "Many leaders are discovering," the report states, "that there is perhaps no better way of getting before a producer or consumer a definite, concise evaluation of the article produced or purchased. Clothing presents a field in which such evaluation is especially needed, and the growing practice of judging garments and costumes by the definite requirements set up on score cards

Undoubtedly many manufacturers of clothing will be interested in the various aspects and qualities of clothing, the importance of which is being emphasized to the farm families. The report is published by the Department of Agriculture and is its Miscellaneous Circular No. 90. It contains thirteen pages and copies can be secured at a cost of 5 cents each by applying to the Superintendent of Documents.

The rapid growth of the aeronautic industry is responsible for the publication of the "Aeronautic Trade Directory" by the Department of Commerce. The report is tentative, and corrections and additions will be made as they are pointed out and suggested.

The names and addresses of manufacturers of airplanes and accessories are given first place in the report, and they are followed by lists of the names of distributors, airway operators, engine manufacturers and dealers, and the makers of everything used in the industry. Part two of the report presents the names and addresses of aerial advertising

The Atlanta Journal

Atlanta, Ga.

Classified ads when placed on merit, without premiums or ballyhoo, are a sure showing of a newspaper's standing in its home town.

During February The Atlanta Journal carried 21,035 classified ads, nearly 2,000 more than all other Atlanta papers combined.

Rigorous rules of exclusion and classification are enforced by The Journal.

Advertising in The Journal Sells the Goods



A PAINTER and a PRINTER have a common bond in handling colors. Press room artistry speaks in fine color printing. With us it is a science and an art. May we send you a few examples of our work.

THE STIRLING PRESS

COLOR PRINTING

318-326 West 39th St., New York

concerns, companies engaged in airplane dusting, engineers, exhibition fliers, instructors and schools, insurance agents, and aerial photographers, including concerns which do mapping and surveying.

The report is in process form, and contains twenty-five pages. Copies may be obtained by applying to the Aeronautics Branch of the Department of Commerce, Washington.

Of particular value at the present time is "Selling in China," because of conditions in that country. The report is Special Cirular No. 54, recently published by the Division of Regional Information of the Department of Commerce, and is by U. S. Consul J. C. Huston, of Hankow.

Present Chinese business methods are discussed, and the main feature of the report is an explanation of the standard import contract which foreign Chambers of Commerce throughout China have been promoting. The standard form of this contract is printed and explained. Other subjects of the report are Chinese sales policies, import tariffs, exchange, and shipping and freight rates. The report is in mimeographed form, and copies may be secured from the Division of Regional Information, Department of Commerce, Washington, or from any of the branch offices of the Bureau of Foreign and Domestic Commerce.

Recently announced by the Bureau of Foreign and Domestic Commerce, eight bibliographies on foreign countries have been published and are ready for distribution. These reports direct the inquirer not only to sources available through the publications of the Department of Commerce, but also to those of a more general nature which offer a broader treatment of subjects.

With this in view, the announcement states, a selected list of references has been prepared upon matters pertaining to general trade and commerce with the Far East and each of the countries

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lyof It is a significant fact of interest to Publishers, that this agency organized May 1st, 1926—with a distribution of 150,000 copies, now distributes 1,200,000 copies—monthly—over the Entire North American Continent.

We would be glad to confer with you on your distribution problems.

National Magazine Distributors, Inc. 17 West 60th Street New York City

> B. L. McFADDEN General Manager

Wanted

- A capable advertising representative possessing definite acquaintance with advertising and sales managers of, either or motor-car manufacturers, or both.
- An experienced advertising representative with an all round knowledge of the channels of wholesale distribution and the merchandising of automotive accessories and replacement parts.
- A man with a lot of personality who may not be experienced, but who thinks he can sell advertising and willing to prove it by hard work.

Address "D" Box 133 Care of Printers' Ink

composing the group. The lists are intended to be suggestive rather than final, intensive rather than extensive, and yet to provide a considerable range of general information. The eight sections of the report, published separately in processed form, are as follows:

Special Circular No. 44-a general hibliography on commerce and trade, Special Circular No. 45—a general bibliography on the Far East. Special Circular No. 46—bibliography

on Japan and Chosen. Special Circular No. 47-a bibliogra phy on China.

Special Circular No. 48-a bibliogra-Special Circular No. 48—a bibliography on India, Burma and Ceylon.
Special Circular No. 49—a bibliography on Australia and New Zealand.
Special Circular No. 50—a bibliography on the Philippine Islanda, Hawaii and the South Sea Islands.
Special Circular No. 51—a bibliography on the Dutch East Indies, British Malaya, Siam and Indo-China.

Any or all of these lists may be secured from the Division of Regional Information, Department of Commerce, Washington or from any of the branch offices of the Bureau of Foreign and Domestic 'Commerce.

F. O. Price Joins Boston "Evening Transcript"

F. O. Price has joined the Boston Evening Transcript, working on national advertising. He was formerly in charge of national advertising with the Boston News Bureau. He will be a direct re-presentative of the Evening Transcript. co-operating with the Charles H. Eddy Company, its national advertising rep-resentative.

New Accounts for Winsten & Sullivan

Benello Bros., Inc., the Dixie Fire Kindler Corporation, and the Nuvo Cor-poration, all of New York, have ap-pointed Winsten & Sullivan. Inc., New York advertising agency, to direct their advertising accounts.

Vacuum Cleaner Account for Tuthill Agency

The Regina Corporation, Rahway. N. J., maker of vacuum cleaners, has appointed the Tuthill Advertising Agency, Inc., New York, to direct its advertising for a new vacuum cleaner. Newspapers will be used.

Returns to Grenell Agency

A. A. Levenseller has returned to the copy staff of the Grenell Adverti-ing Agency, Detroit, after a vear's absence. He was recently with Austin F. Bement, Inc., Chicago.

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Announcement

Following the appointment of FRED C. BLANCHARD, Jr., to the New York office, and that of Mr. OGDEN BROWN to the Chicago office, NEEDLECRAFT MAGAZINE'S advertising organization consists of the following:

NEW YORK 285 Madison Ave.

ROBERT B. JOHNSTON, Advertising Manager
ELIOTT D. ODELL, Eastern Manager
FRED C. BLANCHARD, JR.
MARTIN BATTESTIN, JR.

CHICAGO 307 N. Michigan Ave.

ROBERT B. JOHNSTON, Advertising Manager OGDEN BROWN, Western Manager

BOSTON Old South Bldg. DORR & CORBETT

NEEDLECRAFT, the Non-fiction Magazine, Built on Demand.

The Omaha Bee and Omaha Daily News

Combine

GIVING ADVERTISERS A GREATER CIRCULATION THAN ANY OTHER NEWS-PAPER IN NEBRASKA BY MANY THOUSANDS.

The Omaha Bee purchased the Omaha Daily News and merged the two newspapers.

The first combined issue was published on Monday Evening, February 14, 1927. The merged newspaper is published under the name:

The Omaha Bee The Omaha Daily News

We now are in position to offer advertisers by far the largest circulation of any newspaper published in Omaha and Nebraska. As quickly as possible a definite statement of the net circulation of the merged newspaper will be issued.

> Below are the figures on advertising in the annual Automobile Edition of the Omaha newspapers published on February 20th.

(Measurements by Haynes Adv. Company)

The Omaha Bee & Daily News 47,432 lines World-Herald................ 35,714 lines

The

Omaha Bee & Daily News

NEBRASKA'S GREATEST NEWSPAPER

PRUDDEN, KING & PRUDDEN, Representatives

New York Los Angeles Chicago Boston San Francisco Seattle

Census of Distribution Begins at Baltimore

Secretary Hoover said at a Baltimore had been selected as the first city for investigation in the census of distribution of commodities. The census is being conducted by the Department of Commerce in co-operation with the Chamber of Commerce of the United States and the Association of Commerce of Baltimore. The work which commenced on February 3, is being carried on by sixty census enumerators.

It was explained by Mr. Hoover that the census is intended to furnish a corollary to the biennial census of manufacturers, adding to that census a complete report regarding products in process of distribution. He commented on the which surrounds mystery now manufacturers after they enter the channels of trade, and said that before presenting to Congress the proposal for a nation-wide distribution census, he was anxious to know what could be learned from the investigation now being conducted at Baltimore.

The census is entirely one of distribution, and will have nothing to do with population or manufactur-Therefore, it will be concerned only with the business agencies and processes which transfer commodities and manufactured products from the factory to the consumer. When completed, it will comprehensive statistical record of the business of wholesalers, retailers, commission merchants, importers, exporters, hotels, hanks, certain professional groups, and firms performing personal services in the distribution of merchandise.

The plan of the census was worked out by basing it on a large number of questions that have been and might be asked regarding distribution in Baltimore, ranging from the number of stores of a certain kind to questions regarding

Art Director

To take complete charge from visuals to plates.

A permanent job. Congenial associates. A bright future with an opportunity to participate in the pofits.

Salary and bonus. Apply by letter only.

CUTAJAR & PROVOST

120 W. 42nd St., New York

ONE of our clients offers an exceptional opportunity to a man, or group of men, who can develop accounts to become associated with a long established advertising agency equipped to handle a large volume of business. C, They might consider acquiring one or two smaller agencies on mutually attractive terms. C,All correspondence will be treated with strictest confidence and will be read by the President only. Address replies to

THOMAS L. WOOLHOUSE & CO.

Accountants and Auditors 320 Fifth Ave., N.Y.

Wanted an American product to sell in England

HAVE you a product for which you think there would be a market in Great Britain, selling either direct by mail, or through Department Stores or Drug Stores?

We are interested in securing the English Agency for successful American products.

Our London Office, occupying an entire building on Lower John Street, is thoroughly equipped with a trained organization and facilities for handling sales and advertising campaigns. We have established excellent contacts in the department store and drug field, in addition to building up a large mail-order business.

During the last two years we have spent, through our London Office, some \$200,000 of our own money in advertising products which we control. Address "G," Box 135, Printers' Ink.

SALESMAN— BUSINESS MAN

An old but rapidly growing manufacturer, among the country's largest national advertisers, requires two men who have had a sound business experience. The successful applicants will probably be between 32 and 38 years old, will have had a good education or its substitute, will be now employed and making more tham \$6000.00, will have had organization, management, and salling experience, will be willing to travel extensively when the occasion demands in return for an unusual opportunity, and will preferably have also some retail experience, although this latter is not essential. To the right men a direct connection with the home office will be offered, together with an attractive immediate remuneration and a very tangible future. Reply in confidence, giving complete personal information and history of your business connections, including names of companies, capacity in which you worked, length of time se employed, earnings and

Address "E," Box 184, P. I.

firms engaged in performing personal services, such as pressing and barber shops. Other questions pertained to various phases of stocks and to types of ownership, and it was thought that all of the questions could be answered by including in the census the determination of the following:

Functions performed by retailers. wholesalers, brokers and others; kinds of business, the number of grocery, hardware, department store, mail-order and other distributive businesses; persons engaged, the number of salespeople, cashiers, delivery men and other employees; salaries and wages paid, stocks, the average merchandise inventory at cost, and the value of stocks at cost on hand December 31, 1926; net sales by forty-two types of stores, including candy, furniture, drugs, automobiles, shoes, jewelry.

It is expected that the work of the enumerators will be completed about March 20, and as soon as possible thereafter the statistics and information gathered in Baltimore will be made available. The organizations interested have planned to continue the census in from twelve to fifteen cities and selected counties in various sections of the country, with a complete census on the distribution of merchandise in view. It was also learned that the cities will be selected because they are representative of different densities of population, representative of the business activity of various geographical sections, and prepared to furnish material aid in making the enumeration.

Mail-Order House Appoints Cooper Advertising

The Santa Monica Bargain Store, Santa Monica, Calif., mail-order house, has appointed Cooper Advertising, of that city, to direct its advertising account. Southwestern farm papers will be used.

Shoe Account for Biow Agency

The Biow Company, Inc., New York, advertising agency, has been appointed by the Delman Shoe Salon, Inc., New York, to direct its advertising account. Newspapers and class magazines will be used.

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"America's Pictorial Magazine for Women"

ANNOUNCES the Appointment of

ROY BARNHILL, INC.

NEW YORK

CHICAGO :: BOSTON

as

Advertising Representative

THE NEW EVE is now in its second year.

For the first year THE NEW EVE neither sought nor accepted advertising of any description.

Circulation (100% newsstand sales) has been confined to the 83 metropolitan cities of 100,000 population and over, embracing a total population of over 30,000,000.

Of the December number (the twelfth issue) 34,060 copies were sold by newsdealers out of 45,000 distributed. This is a record for newsstand sales.

An Unusual Opportunity for a Real Advertising Man

An energetic, experienced advertising man is wanted in the advertising department of a company which is a leading building material manufacturer.

The man we want has had practical experience in copy writing, layout and general advertising work.

He should have ability to sense good advertising ideas and express them in good English.

Location within easy access to New York and Philadelphia.

In applying, state age, education, experience and salary desired.

Address "J," Box 137, PRINTERS' INK

Available April 1 SEASONED ADVERTISING AND SALES EXECUTIVE

Fifteen years experience in advertising and sales work.

He is capable of directing a sales force, of making a thorough analysis of distribution, costs, methods, and policies. He has good experience in sales budgeting, sales training and is familiar with all branches of advertising. He is thirty-three years old, American, Protestant, married, in perfect health, and has a pleasing personality.

For interview address
E. O. Box 282, PRINTERS' INK

A Banker's Views on Selling Methods That Kill Sales

(Continued from page 6) cause of some minor and speculative advantage, regardless of the fact that the change would occasion a prohibitive expense. Such a salesman has not the slightest chance of selling us; but apparently he exists in every line of business and he is destructive to selling because he makes it more difficult and costly for well-informed salesmen to see their prospects.

One cure for the evils I have mentioned is the improvement of methods at the home office, and the making of appointments for salesmen by the office. This last is a subject that is crying for development, and it has been sadly neglected. The rest of the cure depends upon reducing the large number of salesmen now in the field, and more careful training of those who remain.

A discussion of this kind, I feel, should close with a constructive illustration. I have mentioned some selling practices that are deterrents to selling. Now I want to show the other side of the picture. A salesman called on me this morning who was just about what a salesman should be, in my opinion. While we did not place an order with him, I am quite sure that on his next call he will find that he has made a valuable business connection with us.

He gave a business card to my secretary, and told her that he would like to see me for about ten minutes. She read the card and informed the salesman that I was very busy and that she thought another official could just as well consider his proposition. He willingly and courteously talked to the official, and after the interview the official sent him to me.

When I saw him, he did not deal with any long preliminaries, but got right down to business. He talked for about seven minutes and then consumed about two minutes in answering several ques-

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Waldo D Jennings

122 SOUTH MICHIGAN AVENUE OHIOAGO HARRISON 8419 March Tenth

Mr. Sales Executive Of Any Organization In Any City.

Dear Sir:

Letterwise and Otherwise,

It is said that a letter indelibly portrays its writer and, if a business letter, pictures to the reader the organization from which it comes.

In your daily letters is there carried to customers and prospective customers the kindly feeling of personal interest that you really bear them? Do they convey that subtle something innately a part of every organization worth while; the something that irresistibly commands and binds good-will and lasting loyalty?

If not, there could be no greater potential daily loss, for good-will, intangible and invaluable, is created by years of little things and sustained only by utmost thoughtfulness in all things, Powerful indeed is the written word!

It is my hope that you will give me the pleasure of discussing with you a long experience in business-getting and in business-holding through the means of letters in themselves distinctive, and founded upon the especial needs of each client.

Very truly yours,

WDJ: EE.

Hall & Jenninge

P. S. OUTSTANDING COPY of other types also within my scope.

tions. He was courteous-obviously a gentleman. He did not make a single statement that indicated subterfuge or misrepresentation. He gave me some information that I can use to advantage. It was evident that he had taken some trouble to learn something about our policy before he called, and he made a splendid impression. I shall remember him because I want to do business with him. We want to see more salesmen like

Robert Staymon Joins Globe-Wernicke

Robert Staymon has been appointed assistant advertising and sales promotion manager of the Globe-Wernicke Company, Cincinnati, in charge of production. He was formerly advertising manager of the Crosley Radio Corporation, Cincinnati.

Clock Account for Grand Rapids Agency

The Herman Miller Clock Company, Zeeland, Mich., has appointed the H. & J. Stevens Company, Grand Rapids advertising agency, to direct its advertising account.

Shepard Electric Crane & Hoist Appoints Fred G. Bell

The Shepard Electric Crane & Hoist Company, Mountour Falls, N. Y., has appointed Fred G. Bell to direct the de-veloping of a closer co-ordination of its motor supply with its electric crane and hoist business. Mr. Bell was formerly president of the Zobel Electric Motor Corporation, Garwood, N. J.

Buys "Marine Journal"
The Marine Journal, New York, has been acquired by Packing and Transportation Publications, Inc., publisher of Packing and Shipping, also of that city. It will be issued semi-monthly, beginning

March 15.

F. B. Webster has become advertising manager of the Marine Journal.

Advance-Rumely Thresher Appoints G. W. Iverson

G. W. Iverson, formerly advertising manager of the Advance-Rumely Thresher Company, Inc., La Porte, Ind., has been appointed divisional sales manager.

Appoints Griffin, Johnson & Mann, Inc.

The Southern Power Company, Charlotte, N. C., has placed its advertising account with Griffin, Johnson & Mann, Inc., New York advertising agency.

Rare beauty of color from this new process

A NEW and patented process, used exclusively in America in the manufacture of Nesco Porcelain Enameled Signs, makes possible the most intricate designs in exquisite color effects. To the permanency of porcelain enamel has now been added a striking beauty that was never before possible.

Write for detailed information or send photograph or color reproduction of your sign or product for estimate. No obligation.

National Enameling and Stamping Co., Inc. Executive Offices: 528 First Wisconsin National Bank New York, Baltimore, New Orleans, Granite City,
Ill., Milwaukee, Chicago, Philadelphia

NESCO PORCELAIN ENAMELED SIGNS





927 Dist

Wanted Trade Journal Advertising Salesman

Wanted: A man who has earned not less than \$10,000 per year before he was 35 years old

An unusual opportunity is available to a man not over forty years of age. Company established over ten years; capital a half million.

Give date of birth (year, month and day), religion, experience and present earnings.

Address: OPPORTUNITY, Box 280, Printers' Ink, New York City

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PRINTERS' INK

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING Co., INC. Publishers.

Oppice: 183 Madison Avenue, New York City. Telephone: Ashland 6500. President and Secretary, J. I. Romer. Vice-President, R. W. I. Awenner. Treasurer, David Marcus. Sales Manager Douglas Taylor

Chicago Office: Illinois Merchants Bank Building, Gowr Compton, Manager. Atlanta Office: 704 Walton Building, GEO. M. KONN, Manager.

St. Louis Office: Syndicate Trust Building, A.D. McKinney, Manager. * San Francisco Office: 564 Market Street, M. C. Mogensen, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy, Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates; Page, \$120; half page, \$60; quarter page, \$30; one inch, minimum \$9.10; Classified 65 cents a line, minimum order \$3.25.

JOHN IRVING ROMER, Editor ROBERT W. PALMER, Managing Editor ROY DICKINSON, Associate Editor ALBERT E. HAASE, Associate Editor BERNARD A. GRIMES, News Editor

C. B. Larrabee Roland Cole
E. B. Weiss Andrew M. Howe
Thomas F. Walsh H. W. Marks

A. H. Deute, Special Contributor Chicago: G. A. Nichols D. M. Hubbard Russell H. Barker Washington: James True London: Thomas Russell

NEW YORK, MARCH 10, 1927

Selling from the Top

Down

If accurate figures could be had, it would be interesting to

Rosenwald's or Henry Ford's personal sales are for an average year. Probably none of the three has directly solicited a single order in years, but each, in his public utterances, invariably reflects the selling point of view and in one manner or another influences the sales of the company that he heads.

Why do not more chairmen of boards and presidents interest themselves in actual selling or at least in helping to make sales? A companion question is: How can they do it without subjecting themselves to the charge of unduly jazzing up business?

One answer to the first question

is that the heads of some companies believe that the sales department ought to enjoy exclusive rights to selling. That view, if considered for more than a second or two, stamps itself as abusiness should sell the products of that business. Why should not alert management regard every employee, from the top down, as a potential salesman, when everyone is clamoring for lower distribution costs?

To the question, "How," the eighty-second annual statement of the New York Life Insurance Company issued a few days ago by Darwin P. Kingsley, president, and advertised throughout the country in newspapers, forms an excellent answer. Mr. Kingsley presents the company's financial structure and its accomplishments during 1926 without any waste of words. Then he jumps into a selling talk aimed at making better customers out of present policy holders.

"Your total insurance is impressive," Mr. Kingsley concedes, but if you divide it by 2,220,784, the number of policies, you will find that the size of the average policy is only \$2,590. Of course, some members have more than one policy; and many of you are also insured in other companies. But the great majority are underinsured, as you will see." He then discusses the cash value of life, how much insurance an individual needs, and the soundness of programming insurance, closing with "may I suggest that you figure it out for yourself, or call in one of our agents to help you work out a plan."

At least half of the company's annual statement resolves itself into a sales solicitation to present New York Life customers by President Kingsley. When more heads of business concerns see selling as something in which they have a personal, not a vicarious interest, perhaps the rise of distributing costs will be checked. Any organization that is big and far-seeing enough to turn salesman from president to office boy

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is in a fair way to market its product or service at minimum cost.

There is a situa-Give the tion in the textile New Man a industry today, Fair Chance and in other industries as well, which calls for executive attention. The stockthrough the company holders, hoard of directors, decide that new men and new ideas are needed in an old industry which has been plodding along in the same old-fashioned manner for many years.

After due deliberation and long search a new man with the qualifications needed is hired, given an office and a secretary and told to go to it. He adopts new selling methods and starts on his way toward changing selling plans and ideas. Then in the period of three or four months something happens. Sometimes it is too much The president's nephew family. or son or even a distant relative, or a group of them, get together and decide that the new man is a disturbing element. His efforts are frowned upon. Every new plan which he advances has cold water dashed upon it. Every step he takes, he finds obstacles which are placed there by people who are jealous for one reason or another.

This situation has come to our notice recently on several occasions. It is particularly true in the textile industry. Here is an industry in which the title of sales manager was almost unknown until recently. It is a rare title in most textile concerns even today. The old feudal system of production and selling still persists in many cases. The owner of the mill has been wont to go out, get an order for 3,000,000 yards of a certain material and come back and tell the production department to make it. When the order was filled, the mills laid off men.

A new man brought from the soap industry, the kitchen cabinet field or some other where intensive selling and advertising methods have long prevailed, starts off after thorough analysis to do a

real job. In a short time he is more than likely to find that the entire sales force resents not only his efforts but his very presence in the plant. He not only secures no co-operation from the sales force, but is troubled and annoyed by the attitude of distrust and resentment which he finds all around him. The new principles, because of which he was hired from another field, have no chance to be tried out thoroughly. Many of the salesmen are old-timers, on terms of friendly equality with the officers of the company. The new man doesn't want to cause a rumpus so he trims and hedges compromising ideas in the interest of harmony in the concern which should, if thoroughly worked out, largely increase sales.

New men in ten or fifteen large textile organizations are being handicapped right and left by this attitude. Hard workers and modest men as they are, they do not want to go to the mat about a problem of morale and personnel when they are busy trying to increase sales. It is time that the executives in many of these plants institute a thorough investigation to discover just who is holding up progress and why. The new man and the new ideas are entitled to a chance. No industry needs better merchandising and selling plans right now than this same textile industry. If textile plants invited in the men who have proved their worth in other industries in real sincerity and not merely as a gesture, let them see to it that these men get a real opportunity to work out and thoroughly try their plans.

The Weak Spot in Selling

During the last few weeks we have been privileged to have in

PRINTERS' INK three significant discussions of how to develop retail store salespeople and thus strengthen what is universally recognized to be the weak spot in selling. A. G. Langenbach, sales manager of the West Bend Aluminum Company, B. W. Thayer, vice-president of the Minneapolis

Knitting Works, and Philip F. Adler, advertising director, David Adler & Sons Company, have set forth in this publication some constructive ideas and practices that are well worth thinking about. Articles from other manufacturers are on the way.

It has been our observation that much of the effort put forth to develop dealers and their clerks has been critical or fault-finding, rather than instructive. gentlemen, who constitute manufacturer's points of contact with the consumer, have not the easiest job in the world. In some respects, dealing as they do with fussy or even hateful members of the great human race, they have a much more difficult function than even the manufacturer or the The problem should be jobber. approached sympathetically, therefore, and we are trying to bring out some modern thought to this end.

Producers are recognizing this year, as never before, the preeminent importance of giving to dealers and clerks a real merchandising vision. Advertising is better than ever. Commodities have reached a remarkable standard of near perfection. Marketing opportunities are wide open. The one thing that remains is to do better selling to the people who use the goods.

The help extended should be practical rather than inspirational. Store salespeople have had quite enough of the latter. And, as nearly as we can see, the ideal people to do the training and impart the vision are the manufacturers' and jobbers' salesmen who visit the trade. If these men will put relatively less pressure on trying to sell the dealer something and more on showing him how to sell, there will be noticed a great difference for the better.

Manufacturers tell us that the necessity of doing continual missionary work among clerks in behalf of their products is the real reason they have salesmen on the road. Sufficient general advertising and the right kind of follow-up can, in many lines, take care

of a good part of the actual selling. Scores of firms are using catalogs and are highly elated at the apparent ease with which the dealer can be induced to purchase by this method. But, when it comes to demonstrating the actual "how to" part of selling in the store—the process calling for an intimate knowledge of the merchandise and what it can do—personal work has to be done. At least this must be made the basis for the instruction, which later can be supplemented by the use of letters and printed matter.

These things being true, it follows that the basic need is for accurate instruction to manufacturers' and jobbers' salesmen on selling from the retail standpoint. We believe that certain advertisers who have expressed disgust at retail store apathy might take quite a little blame to themselves. They have been doing their selling wrong end to. Just let them impart to dealers and clerks some of the enthusiasm they feel for their own goods-and the reasons behind it -and selling to the retailer will become more or less a detail. If the retailer can be made to see the profit-making possibilities of a commodity, and if his clerks are enlightened in the same way, he does not need to be asked to buy it. He will sell it to himself.

Moto Meter Earnings

The report of the Moto Meter Company, Long Island City, N. Y., and subsidiaries, excluding the National Gauge and Equipment Company, for year ending December 31, 1926, shows a net income of \$1,561,973 after charges and Federal taxes. This compares with \$1,794,592 in 1925 and \$1,284,685 for 1924.

The National Gauge and Equipment Company reports for the year ending December 31, 1926, a net income of \$300,075, after charges and Federal taxes.

Advanced by Benjamin Electric Company

P. A. Powers has been made sales manager of the refrigerator division of the Benjamin Electric Mfg. Company, Chicago. He was formerly advertising manager, in which position he will be succeeded by R. W. Staud. Newell-Emmett Company

Incorporated

Advertising . Merchandising Counsel

40 EAST 34TH STREET

New York

AN ADVERTISING AGENCY FOUNDED ON THE IDEA OF RENDERING SUPER-LATIVE SERVICE TO A SMALL NUMBER OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.
Johns-Manville Corporation
Western Electric Co.
The T. A. Snider Preserve Co.
Loose-Wiles Biscuit Co.
Graybar Electric Company
Association of American Soap
and Glycerine Producers

Eastman Kodak Company

(Brownie Cameras)

"NOT HOW MUCH, BUT HOW WELL"

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Advertising Club News

Club, District and Convention Plans to Be Discussed

The work of advertising clubs and district organizations and plans for the Denver convention will be discussed at the Detroit conference of advertising club presidents and district chairmen of the International Advertising Association on March 11 and 12. Among those speaking on club topics will be Homer J. Buckley, president of the Advertising Council of the Chicago Association of Commerce. His subject will be, "Advertising Council of the Chicago Association of Commerce. His subject will be, "Advertising Clubs I Have Known, and Their Place in the Community."

C. C. Younggreen, chairman of the Sixth District, will tell of "The Value of the District Organization." "What the Convention Program Should Accomplish for Advertising," will be explained by E. D. Gibbs, chairman of the general program committee of the Denver convention. The work of advertising clubs and

The program follows: March 11, morning session: "Why We Called This Conference," Charles W. Brooke, president, board of club presidents; "What the Association Expects from the Clubs and District Organizations," C. K. Woodbridge, president Laconsticut Woodbridge, president, International Advertising Association; "What the Clubs Expect from the Association"; "How the Advertising Commission Departments are Co-operating in Develop-ing Program Material for the Local ing Program Material for the Local Clubs," W. Frank McClure, chairman, Advertising Commission; "Putting Over National Window Display Week," L. H. Bristol, president, Window Display Advertising Association; "Business Paper Day," Frederick M. Feiker, managing director, Associated Business Papers, and "Poster and Outdoor Advertising Day," Clarence B. Lovell, general manager, Outdoor Advertising

Association of America.

Afternoon: "How Denver Will Entertain the Convention," Ralph H. Alternation: Annual Householder of Advertising Club of Denver; "How We Are Promoting Attendance for the Denver Convention," Gilbert T. Hodges, general chairman, On-to-Denver committee, and Thoughts on Future Conven-

"Some Thoughts on tions," Joseph Meadon.

tions," Joseph Meadon.
March 12, morning session: "How
Women Finance Their Advertising
Clubs," Mrs. Minna Hall Carothers,
president, Federation of Women's Advertising Clubs; "An Advertising Club
in the Corn Belt with a \$1,500 Surplus," Arthur H. Brayton, president,
Advertising Club of Des Moines and
"How We Are Serving the Clubs
Through the Speakers' Bureau,"
Charles W. Myers, chairman, speakers' bureau.

Those attending the conference will be the guests of the Aderaít Club of Detroit at the club's weekly luncheon meeting on March 11. At that time, Fred P. Mann, Devil's Lake, N. D., will apeak on "Modern Methods in Merchandising and Advertising."

Don't Tell Your Direct-Mail Prospect Too Much

Inquiry-getting direct-mail copy should not attempt to tell a complete story, in the estimation of Frederick S., Dudly who spoke on "Securing Inquiries by Direct Mail" at a meeting of the direct Direct Mail" at a meeting of the direct mail departmental of the Los Angeles Advertising Club. Mr. Dudly is claiman of the departmental. Just enough should be told the prospect to make him want to learn more. "Failure of many campaigns is due to the sender being too anxious to sell and not creating the desire," said Mr. Dudly.

Clubs Observe "Advertising Specialty Day"

The second of a series of special meetings planned by the various departments of the Advertising Commission was held last week by about 150 advertising clubs throughout the country, with the observance of "Advertising Specialty Day." The next program arranged by the com-mission will be that of "Farm Markets Day," to be held during the week of March 14.

House Magazine Group to Hold First Meeting

The Blue Pencil Club, which was recently organized under the auspices of the Rochester, N. Y., Ad Club by edi-tors of house magazines, will hold in first meeting on March 18. Consideranrst meeting on March 18. Considera-tion will be given to the subject, "Reader Interest and How to Retain It." Discussion will be led by Floyd H. Mason.

Toledo Club Has Membership and Attendance Drive

The Advertising Club of Toledo, Ohio, is conducting a combined membership and attendance drive during the current month. The members of the club have been divided into eight groups, representative of advertising interests. Awards will be made to the winning group. Ralph Sisson is general chairman in charge of the drive.

W. C. Savage with Chicago Better Business Bureau

William C. Savage, formerly with the advertising department of the Chicago Tribune, has joined the staff of the Chicago Better Business Bureau.

Seattle Club Appoints Secretary

Phyllis Kemper has been appointed executive secretary of the Advertising Club of Seattle, Wash. She succeeds Helen McBee, resigned.

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Eleventh District Hears Report on Educational Campaign

The campaign of the International Advertising Association to teach the economics of advertising to the public will be started not later than the date of the association's convention which is to be

held at Denver in June, according to W. Frank Mc-Clure, chairman of the Advertising Commission, in a speech at the Eleventh District convention at Greeley, Colo. Walter A. Strong, pub-A. Strong, pub-lisher of the Chi-cago Daily News, has accepted the chairmanship of the committee to direct the campaign.

Practically every medium of advertising will be used in this effort. Newspapers, maga-

zines, business papers, direct mail, out-door advertising and the radio will be called upon.

G. E. HATHAWAY

G. E. Hathaway, of the Hathaway Advertising Service, Colorado Springs, Colo.. as reported in last week's issue, was elected president of the Eleventh

The work that is being done by the commission on the standardization of commission on the standardization or advertising courses in educational institutions was reviewed by R. A. Warfell secretary of the commission. A special standardization committee, headed by Ezra W. Clark, is making rapid progress in a survey of this work. The National Association of Teachers of Advertising in a conversing with the committee.

is co-operating with the committee.

Don E. Gilman, Pacific Coast representative, The Christian Science Monitor, reported that Pacific Coast adverbing about improvement in advertising instruction. The study of advertising economics, pointed out E. A. Bemis, field secretary of the California Editorial Association, helps students to a remarkable degree in many subjects. C. K. Woodbridge, president of the International, appealed for further definition and elucidation of advertising mediums, so that their specific qualities and scope might be made known. Frank LeRoy Blanchard, president, Public Utilities Advertising Association, attributed the revolution in public attitude toward public utilities to intelligent bring about improvement in advertising

tude toward public utilities to intelligent advertising and rehabilitated manage-ment and customer ownership policies.

An advertising agency departmental was organized, with Cecil R. Conner. of the Conner Advertising Agency, Denver, as chairman. J. A. Henderson, of the Denver office of the H. K. McCann Company, is vice-chairman, and T. S.
Thompson, of the T. S. Thompson Advertising Agency Company, Pueblo.
Colo., secretary-treasurer.
The 1928 convention of the Eleventh
District will be held at Albuquerque,

N. M.

New York Club Honors Woodbridge

WoodDridge

Members of the Advertising Club of New York, gathered together at a luncheon on March 7 to officially bid farewell to C. K. Woodbridge. After eight years of activity in the work of the club, of which he was president. Mr. Woodbridge, as reported last week, has left New York to make his headquarters in Detroit. This follows his election as executive vice-president, general manager and member of the board of directors of the executive committee of the Election. of the executive committee of the Elec-

tric Refrigeration Corporation.

Mr. Woodbridge is president of the International Advertising Association

International Advertising Association and there were present many representatives of its associated organizations. Charles C. Green, president of the New York club, presided as chairman. H. H. Charles, former president, reviewed Mr. Woodbridge's work in behalf of the club. Presentation of a testimonial gift was made by H. R. Swartz.

Advertising Commission to Meet at Baltimore

The next meeting of the Advertising Commission will be held at Baltimore on April 12 and 13. There will be four special addresses. One will be a consideration of plans for the Denver Convention.

A representative of the Bureau of Foreign and Domestic Commerce will Foreign and Domestic Charles in describe the activities of the Bureau in relation to advertising. The standardirelation to advertising. The standardi-zation of paper sizes will be discussed. Ezra W. Clark, chairman of a special committee appointed by the Commission to study educational activities, will re-port on the possibilities of developing unified courses in advertising at edu-

Bosses' Whims and Prejudices as Campaign Drawbacks

Efforts to please the officials of a Efforts to please the officials of a company have spoiled many advertising campaigns that might have been successful, declared R. L. Windmuller, at a recent meeting of the mail advertising departmental of the Advertising Club of St. Louis. Mr. Windmuller, who is sales manager of the truck, body and cabinet division of Anheuser Busch, Inc., spoke on the topic, "How to Prepare a Typical Mail Advertising Program or Plan."

"Many a good campaign." be said. "is

"Many a good campaign," he said, "is torn to pieces by men who don't know advertising, and, who, in their criticism, are governed largely by whims and prejudices."

Honolulu Club Has Fifteenth Birthday

The Advertising Club of Honolulu, Hawaii, recently celebrated the fif-teenth anniversary of its founding with a birthday party. Many of the past presidents of the club were guests of honor at the meeting.

Youth Has No

BUYERS of space usually pay a premium for summer circulations. Magazine sales slump and advertising lineage naturally tapers off. From June to September, when other publications are making strenuous efforts to bolster faltering circulations, SMART SET busily piles up new sales records.

In the summer of 1925
SMART SET
Circulation Gained 18%

This may be traced to the fact that SMART SET appeals to the younger generation and youth, possessing acquisitive, unjaded buying appetites, knows no slack buying season.

SMART SET
R. E. BERLIN, Business Manager
119 West 40th Street, New York
Chicago Adv. Office, 360 N. Michigan Ave.

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Slack Buying Season

From June to September in 1926 SMART SET sales took another big jump. And now, with an advertising campaign that has run in 146 metropolitan newspapers, indications for the summer months of 1927 all point to a record breaking circulation bonus for SMART SET advertisers.

In the summer of 1926
SMART SET
Circulation Gained 20%

Advertisers, who have used the summer issues of SMART SET, say that it produces sales at the lowest cost. The reason—it reaches the younger buying element—buyers for the next 40 years.



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Whadaya Mean, Reader Interest???

5 GENERATIONS

Y. C. LAB FOR BOYS. MR. WINTHROP I. DAVIS, Springfield, Mass.—"The Companion has been an uninterrupted visitor to our family since 1828. I have a daughter of fifteen who is very much attached to the paper; she is of the fifth generation in this family to welcome The Companion—certainly a remarkable record."

HOMAGE

G. Y. C. FOR GIRLS.

ARCHIBALD B. MOORE, Opelika, Ala.—"I never had any very spectacular admiration for you — pyrotechnics are for the Fourth of July, and grow very stale when indulged in 365 days of the year. I have no very flowery bouquets to offer you, either. Old friends don't need them especially. But if the solid affection of a man's whole personality, and the gratitude of a life enriched for decades with your contents, mean anything to you, I wish to lay that affection and gratitude at your feet."

"DOUBLE-BARRELLED" APPEAL

ENTHUSIASM

EDWARD C. RUGER (12), Utica, Ill.—"I like the Y. C. Lab page, in fact all the magazine. I would like to see more stories about Jimmy, Les and Silly, written by Johnathan Brooks."

NET PAID CIRCULATION 275,000 (A. B. C.) AND CLIMBING STEADILY. BUY ON A RISING TIDE.

THE YOUTHS COMPANION

100 YEARS YOUNG AN ATLANTIC PUBLICATION

8 ARLINGTON STREET

BOSTON, MASS.

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MARCH MAGAZINES

VOLUME OF ADVERTISING IN MONTHLY MAGAZINES

(Exclusive of publishers' own

advertisi	ng)
Standard	Size

	Pages	Lines
Atlantic Monthly	117	26,390
Harper's	115	25,816
World's Work	107	23,964
Review of Reviews	97.	21,770
Scribner's	86	19,299
Golden Book	64	14,497
American Mercury	51	11,571
The Forum	47	10,696
Munsey's	27	6,188
Bookman	24	5,576
Current History	23	5,264
Street & Smith Comb	22	5,094
Wide World	20	4,592
Everybody's	11	2,652
Century	8	1,960
Blue Book	8	1,915
Flat Sire		
	Pages	Lines
American	115	49,456
Cosmopolitan	94	40,530
Red Book	73	31,390
True Story	66	28,511
Better Homes & Gardens	59	26,566
Physical Culture	59	25,719
Photoplay	57	24,758
Dream World	51	21,960
True Romances	50	21,649
True Detective Mysteries	49	21,210
Smart Set	42	18,103
Asia	38	16,704
American Boy	23	16,055
Motion Picture Magazine	33	14,419
Elks Magazine	30	13,984

WOMEN'S MAGAZINES

Boys' Life

Sunset

Secrets American Legion Monthly

Fawcett's

American Girl

St. Nicholas.....

The Open Road

Picture Play

Film Fun

Success Magazine

13,737

11,160 10,725

6,405

6,182

5,364

5,349

20

30 13,018 28 12,054

17 7,398 6,659

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	rages.	Tantes
Vogue (2 issues.)	230	145,410
Ladies' Home Journal	153	104,304
Good Housekeeping	176	75,874
Harper's Bazar	100	67,676
Woman's Home Comp	91	62,390
	. 75	51,554
Pictorial Review	75	51,244

Institutional

Strategy. In every

adverter Campaign metilulion

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intended to

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essential medium.

FORBES



Meet the Owner

Not just the captain, the engineer, or the steward, influential as they are, but the owner.

YACHTING gives you a frontdoor, personal introduction to the men who own the boats, the leaders of finance and industry.

Sell them engines and anchors, of course, but also sell them motor cars and cigarettes, real estate, paintings, and apparel . . . all the tackle for living in what Earnest Elmo Calkins calls "their expensively upholstered world."

There is still space "on the ground floor," and rates are low. May we tell you?

(Member of A. B. C.)



"The Quality Magazine of the Boating Field."

25 West 43rd St., New York City

Pages	Lines
58	39,451
49	37,728
36	24,800
36	24,650
27	18,498
26	18,264
23	17,643
23	15,735
18	12,601
15	10,342
13	9,408
20	8.818
10	6,855
15	3,567
CLASS	
Pages	Lines
	49 36 36 27 26 23 23 18 15 13 20 10 15 CLASS

Today's Housewite	10	6,855	
Mess. of Sacred Heart	15	3,567	
GENERAL AND	CLASS		
	Pages	Lines	
House & Garden	193	122,039	
Town & Country (2 is)	135	90,728	
Country Life	131	88,284	
House Beautiful	105	66,978	
Arts & Decoration	86	58,044	
Vanity Fair	84	53,736	
Garden & Home Builder.	68	42,501	
Nation's Business	87	38,670	
Popular Mechanics	168	37,632	
System	81	34,748	
Popular Science Monthly	79	34,033	
Normal Instructor	43	29,353	
Field & Stream	57	24,453	
International Studio	34	23,471	
Radio Broadcast	47	20,621	
World Traveler	31	19,592	
Radio News	42	18,930	
Field Illustrated	27	18,720	
Outdoor Recreation	42	18,352	
Theatre	26	16,446	
Outdoor Life	35	15,046	
Popular Radio	34	14,872	
Science & Invention	32	14,165	
Radio	28	12,770	
Business	29	12,496	
Extension Magazine	16	11,232	
Scientific American	14	10,098	
National Sportsman	23	10,043	
The Rotarian	14	7,750	
Association Men	15	6,591	
Forest & Stream	13	5,665	
Radio Age	10	4,395	

CANADIAN MAGAZINES

	Pages	Lines
Maclean's (2 Feb. is.)	70	49,144
Can. Homes & Gar. (Feb.)	64	40,968
Canadian Home Jour. (Feb.) West. Home Mo. (Feb.).	38	26,723 25,825
Rod & Gun in Canada	18	7,837

FEBRUARY WEEKLIES

February 1-6 Saturday Evening	Pages Post 114	Lines 77,772
New Yorker	55	23,932
Liberty	36	23,814

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STOP TAKING HEADACHE POWDERS

HERE are magazines which tell readers how to cook, to keep house, to sew, to raise children, to think. There are other magazines that entertain with stories of crooks, cowboys, inventions, making millions. There are still more telling about society, fashions, travel, theatre, screen and the arts.

Who has time to read them all? Who has money to buy them all? Who has the space to sell them all? These are the publisher's problems. And it's because publishers have the constant worry of where to place the extra thousand copies that they keep sending the office boy for aspirin, pyramidon, orangeine or any pet cure they choose to effect.

While 20 inquirers on Third Avenue are complaining "Why dontcha get enough Screen Scandals to go round?" there's many a woman on Park Avenue, just two blocks away, looking disdainfully past stacks of Scandals for a single copy of Interior Furnishings. How can the copies foredoomed to be returns from Park Avenue be converted into Third Avenue sales? Stop taking headache powders! . . . we are converters!

If a magazine has merit* we can strategically place it to sell quickly to the type of readers for which the magazine is intended. The EASTERN Organization consists of 70,000 newsstands, 880 wholesalers, 7 traveling men and a well-manned force to ship, recover, bill, collect, etcetera. You deal with only one account. If you would like to learn more of Independent National Newsstand Distribution done the EASTERN way . . . let Eastern hear from you.

EASTERN DISTRIBUTING CORPORATION

45 West 45th Street New York City Bryant 1444

^{*} Merit . . . the magazine must be well-designed and well-aimed at the market the publishers wish to saturate. Obviously, the public is not going to pay out its money for punishment when it seeks education, enter-tainment or the hundred and one other things the editorial policy of a magazine professes to give.

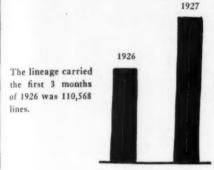
	Dages	Lines	
Forbes (Semi-Mo.)	Pages 34	15,814	Outlook
Literary Digest	33	15,128	
Collier's	16	11,262	The Nation
American Weekly	5	10,649	Youth's Companion Churchman
	25		
Time		10,500	New Republic
Christian Herald	10	7,119	Argosy-All-Story
Life	9	4,262	Totals for February
Youth's Companion	8	4,080	Saturday Evening I
Outlook	7	3,382	Liberty
Argosy-All-Story	13	3,105	New Yorker
Judge	5	2,278	Literary Digest
Churchman	4	2,052	Collier's
The Nation	4	1,785	American Weekly .
New Republic	2	882	Forbes (Semi-Mo.)
February 7-13	Pages	Lines	Time
Saturday Evening Post	106	72,248	Christian Herald
Liberty	41	26,824	Life
New Yorker	49	21,275	The Nation
Literary Digest	41	18,982	Outlook
Collier's	20	13,635	Judge
Time	25	10,500	Youth's Companion
American Weekly	4	9.007	Churchman
Life	14	6,402	Argosy-All-Story
Christian Herald	8	5,551	New Republic
Outlook	6	2,747	New Republic
	5	2,509	RECAPITULATION
Judge	3	2,130	ING IN MONTE
	4	1,732	
The Nation	-		FICATI
Churchman	3	1,631	10.11
Argosy-All-Story	5	1,326	1. Vogue (2 issues)
New Republic	2	882	2. House & Garden.
February 14-30	Pages	Lines	3. Ladies' Home Jour
Saturday Evening Post	96	65,288	4. Town & C'ntry (2
New Yorker	48	25,061	5. Country Life
Liberty	36	23,619	6. Good Housekeepin
Forbes (Semi-Mo.)	43	19,935	7. Harper's Bazar
Literary Digest	32	14,710	8. House Beautiful .
Collier's	19	13,138	9. Woman's Home C
American Weekly	5	10,396	10. Arts & Decoration
The Nation	14	6,195	11. Vanity Fair
Time	13	5.863	12. McCall's
Christian Herald	5	4,034	13. Pictorial Review .
Life	8	3,697	14. American
Outlook	5	2,197	15. Maclean's (2 Feb. is
Judge	4	1,928	16. Garden & Home B
Churchman	4	1,767	17. Can. Hom. & Gar. (Fe
New Republic	4	1,764	18. Cosmopolitan
Argosy-All-Story	7	1,731	19. Delineator
	1	993	20. Nation's Business
Youth's Companion			
February 21-28	Pages	Lines	21. Holland's
Saturday Evening Post	.105	71,668	22. Popular Mechanics
Liberty	40	26,287	23. System
New Yorker	48	20,847	24. Popular Science
Literary Digest	29	13,448	25. Red Book
Collier's	16	11,118	
Time	15	7,728	In the grand totals
American Weekly	3	7,025	In the grand totals record of February
Life	13	5,749	figure for 1926 was
Christian Herald	5	3,956	as 1,136,520. This wa
Judge	6	2,790	mistake, the correct 2,136,520.
2			-1.001000.

	Pages	Lines
Outlook	6	2,790
The Nation	5	2,415
Youth's Companion	2	1,870
Churchman	4	1,786
New Republic	2	1,139
Argosy-All-Story	4	936
Totals for February Saturday Evening Post	Pages 422	Lines 286,976
Liberty	156	100,544
New Yorker	212	91,115
Literary Digest	136	62,268
Collier's	72	59,153
American Weekly	19	37,081
Forbes (Semi-Mo.)	78	35,749
Time	84	34,591
Christian Herald	30	20,660
Life	46	20,110
The Nation	28	12,127
Outlook	25	11,116
Judge	22	9,505
Youth's Companion	13	9.073
Churchman	17	7,236
Argosy-All-Story	31	7,098
New Republic	10	4.667

OF ADVERTIS-HLY CLASSI-

ING IN MONITURE	OWWDOT-		
FICATIONS			
	Pages	Lines	
1. Vogue (2 issues)	230	145,410	
2. House & Garden	193	122,039	
3. Ladies' Home Journal	153	104,304	
4. Town & C'ntry (2 is.)	135	90,728	
5. Country Life	131	88,284	
6. Good Housekeeping	176 .	75,874	
7. Harper's Bazar	100	67,676	
8. House Beautiful	105	66,978	
9. Woman's Home Com.	91	62,390	
10. Arts & Decoration	86	58,044	
11. Vanity Fair	84	53,736	
12. McCall's	75	51,554	
13. Pictorial Review	75	51,244	
14. American	115	49,456	
15. Maclean's (2 Feb. is.).	70	49,144	
16. Garden & Home Bldr.	68	42,501	
17. Can. Hom. & Gar. (Feb.)	64	40,968	
18. Cosmopolitan	94	40,530	
19. Delineator	58	39,451	
20. Nation's Business	87	38,670	
21. Holland's	49	37,728	
22. Popular Mechanics	168	37,632	
23. System	81	34,748	
24. Popular Science Mo.	79	34.033	
25. Red Book	73	31,390	

ls of the four-year y advertising, the geroneously given was a typographical cet figure being



During the same period of 1927 the lineage grew to 151,830 lines.

The publication which made the greatest gain in advertising lineage this February over last was ARTS & DECORATION—the increase was $75\frac{1}{2}\%$.

Increasing our volume of advertising is not an occasional event but more of a fixed habit on the part of the advertiser. In only one instance during the past three years has ARTS & DECORATION failed to surpass the month-by-month record of the year previous.

Big as February was, March was bigger, and April will be the biggest in advertising volume of any issue we have published.

The increase is due entirely to an awakening of the advertising world to a publication of extraordinary merit.

Arts & Decoration

45 West 45th St., New York, N. Y.

FOUR-YEAR RECORD OF MARCH ADVERTISING

GORTEN REC	ENERAL	MAGAZI	NES	DVER	TISING
0	1927	1926	1925	1924	Totals
	Lines	Lines	Lines	Lines	Lines
American	49,456	49,115	46,618	49.857	195,050
Maclean's (2 Feb. issues)		425 706	36,136	40,140	159,992
Cosmopolitan	140,530	27,893		30.016	
Red Book Physical Culture Review of Reviews Photoplay Atlantic Monthly World's Work	31,390 25,719 21,770 24,758	26.895	30,605	. 33 506	117,777
Review of Reviews	21,770	26,895 30,718 25,303	24,465	33,598 27,731 23,120 22,983	104,684
Photoplay	24,758	25,303	24,419	23,120	97,600
Atlantic Monthly	26,390	23,485	22,670	22,983	97,600 95,528 92,574
World's Work	23,964	24,352	22,306		
Harper's	25,816		16,767	17,150	79,979
Scribner's	19,299	19,109	15,373	14,504	68,285
Harper's Scribner's American Boy Motion Picture Magazine	14 419	16,458	*16,818 16,620	17,658	66,837
Sunset	13.018	19,687	15,270	18,028 17,112	65,525 65,087
Sunset Boys' Life	13,018 13,737	13,372	12,745	9,890	49,744
Success Magazine		9 974	14.443	12,017	40 683
St. Nicholas	*6,659 1,960 6,188	5,220 3,864	5.880	6.720	24,479
Century	1,960	3,864	6,104 5,152	12,320	24,248 22,134
Century Munsey's Everybody's	2,652	5,208 3,102	5,024	7,062	17,840
Everybody's	4,034	3,102	3,024	7,002	17,040
* New size.	418,273	409,581	402,801	416,048	1,646,703
† Hearst's International combin	ed with C	osmopolita	n.		
Vome (2 issues)	145 410	MAGAZI	NES 138,424	110 540	850 00+
Vogue (2 issues) Ladies' Home Journal	145,410 104,304	155,511 97,244 73,014	89 043	119,549 89,177 61,337	558,894 379,768 275,932 259,508
Good Housekeeping	75.874	73.014	89,043 65,707	61.337	275.932
Good Housekeeping Harper's Bazar Woman's Home Companion Pictorial Review	67,676	65,716	65,310	60 806	250 500
Woman's Home Companion	62,390		60.041	54 472	244,564
Pictorial Review	*51,244	*45,220 40,963 33,979	*51,670 39,396 35,714	64,993	213,127
McCall's	51,554	40,963	39,396	44,738	176,651 141,423
Delineator	739,451	33,979	35,714	28,506	141,423
Paople's Home Journal	18 498	23,397 15,296	25,160 22,610	22,600	101,863 79,004
Woman's World	18,264	17,583	18,932	16,429	71,208
Woman's Home Companion. Pictorial Review McCall's Delineator Modern Priscilla People's Home Journal Woman's World People's Popular Monthly. Needlecraft	*15,735	*15,581 13,156	16,255 15,495	16,628	64,199
Needlecraft	12,601	13,156	15,495	16,628 13,396	54,648
* New size.	687,801	664,321	643,757	624,910	2,620,789
† Designer combined with Delin	eator.				
		AGAZINI			
House & Garden Town & Country (2 issues) Country Life House Beautiful Vanity Fair Arts & Decoration Popular Mechanics Popular Science Monthly	122,039	113,057	84,590	89,663	409,349
Town & Country (2 issues)	90,728	88,508 \$72,009 \$64,828	75,695	64,609	319,540 290,335
House Resutiful	166.978	164.828	‡72,418 ‡52,629	57,624 33,964	218,399
Vanity Fair	53,736	58,633	38,977	35,787	187,133
Arts & Decoration	58,044	44 058	33 138	22,412	157,652
Popular Mechanics	37,632	37,072	38,864	38,360	151,928
Popular Mechanics Popular Science Monthly System Nation's Business Field & Stream Better Homes & Gardens	34,033 34,748	37,072 34,210 35,178	37,043 32,137	38,185	143,471 137,541 121,528
System	34,748	35,178	32,137	35,478	137,541
Nation's Business	38,670 24,453	31,692 25,883	24,587 24,453	26,579 24,397	99,186
Retter Homes & Gardens	26,566	23,578	16,580	15.019	81,743
Outdoor Recreation		19.437	19.069	17,921	74,779
International Studio	23,471 16,446 14,165	20,019 14,784 14,062	13,676 14,775	15,019 17,921 17,210 17,686 19,827	74,376 63,691
Theatre Science & Invention Scientific American	16,446	14,784	14,775	17,686	63,691
Science & Invention	14,165	14,062	13,636	19,827	61,690
Scientific American	10,098	14,918	14,142	20,074	37,836
Outdoor Late	15,046	15,192 13,206	13,772	13,836 12,088	57,846 51,366
Business	12,496 10,043	9,812	9.735	13.902	43,492
Forest & Stream	5,665	6,578	13,576 9,735 5,726	13,902 10,335	43,492 28,304
Changed to four-column page.	801,693	750,714 Pahausan	649,218 Issues)	625,556	2,833,181
Catuadan Fuaning Post	286 976	305,299	304,353	265,867	1,162,495
Litarogy Digest	62.268	75.716	66,216	69,040	273.240
American Weekly	37,081	38.273	43,725	71.707	190,786
Saturday Evening Post Literary Digest American Weekly Collier's Forbes (2 issues) Cobietian Herald	59,153	38,273 45,087 31,371	37,674	71,707 25,309 17,610	273,240 190,786 167,223
Forbes (2 issues)	35,749	31,371	37,674 23,701	17,610	108.431
		21,152	22,007 16,790	19,296	83,115
Lite	20,110	20,961	16,790	16,861	74,722 66,739
Outlook	11,116	15,253	19,638	20,732	00,737
	533,113	553,112	534,104	506,422	2,126,751
Grand Totals2	,440,880	2,383,728	2,229,880	2,172,936	9,227,424
Trans Autor	21	4	-,,	-,,-,-	-

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WITH the complete home as its editorial platform, BETTER HOMES and GAR-DENS has already won a place in more than 850,000 substantial American homes—

and has become a powerful factor in directing purchases for home or family.

BETTER HOMES and GARDENS

850,000 better homes-\$6 a line

E. T. MEREDITH, Publisher DES MOINES, IOWA

Advertising Offices

New York Chicago Philadelphia San Francisco Minneapolis St. Louis Kansas City



The Little Schoolmaster's Classroom

"D^O sales managers need to be stage managers?" asks a member of the Class. Answering his own inquiry, he says, "You bet

they do.'

"We were seventy years old when we began to advertise a few years ago," this sales manager says.
"Most of our salesmen have been with us more than ten years. A good many of them are pedlers; all of them like their jobs. Their idea of selling used to be to call on the trade, enjoy a friendly visit and pick up an order if there happened to be one waiting at the time. Advertising did not impress them They thought favorably. might put the money to better use by increasing their commissions or lowering prices.

"In about a year's time I made only a half dozen converts among the forty men on the staff. Finally I figured it was time for a show-down and called a meeting of the entire force. On the day before the meeting I went to two of the most loyal men who were using our advertising and selling it successfully to dealers. I found them agreeable to my suggestion and together we worked out a little

act."

At the sales meeting this sales manager once again brought up the matter of advertising and what it would do for sales if utilized. His bored audience sat back registering absolute zero in interest. When he had finished, one of the instructed salesmen rose.

"I am open minded on this subject of advertising," he said. "You all know that. But it seems to me this money we are spending for advertising could be spent better in other ways. If we didn't advertise, we could sell for less and that would let us meet other houses."

That was the signal for his vis-á-vis. Without delay he got

"A lot of us agree with that view," he began calmly but with

some vehemence. "Advertising is all right for some firms but give us the right prices and we'll sell merchandise for you. Of course we must have high quality. But with the quality give us better prices. Then if a competitor cuts. let's go him one better. If he cuts again, stay with him. Every time he slashes his price, go under him. Refuse to be undersold. What if we do lose some money? We call ourselves leaders in this business. Let's not have anyone offering dealers a better proposition that we can make. I say cut the price, keep on cutting it, even if it wrecks the company. Then, doggone it, we can all go out and get jobs with some regular outfit."

By that time the others were open-eyed and alert. And from that time even the bitter-enders adopted a new attitude toward ad-

vertising.

"Yes, indeed, you've got to be a stage manager," offers this member of the Class. "Even to the point of dealing in a little black art at times."

This matter of names is really of much more importance than people think. Shakespeare was passing out misinformation when he made his famous remark about the rose. The Schoolmaster's authority for this statement is a pear exchange in California. The kind of pears grown and sold by this group owes Sir Hans Sloane a hymn of hate for its present plight and the growers want to do something about it. Sir Hans was Secretary of the Royal Society in London back in 1596 and somehow he discovered the word "ahuacate" and applied it to the new fruit then discovered. word was changed first to "avocado" and later "alligator." It is the name "alligator" to which the growers now strenuously object. As they point out in their recent statement:

"That the avocado, an exalted

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CHURCHILL-HALL

H.B. LE QUATTE, President
50 UNION SQUARE
NEW YORK

MEMBER OF AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

Assistant in Sales Department

Dayton, Ohio, concern manufacturing a well-known and thoroughly advertised food product, operating in the Central States. needs the services of a young or middle-aged man for assistant to Sales Manager. One who recognizes an opportunity when it comes along and would know how to make something out of Combination desk and road work. Must be a competent and vigorous salesman who can, when occasion demands, go and demonstrate successfully to the men in the field how to get busi-ness. Initial salary, say \$4000.00 a year, with a good opportunity for advancement, if successful. Applications held in strict confidence, if requested. Replies from iob-chasers not wanted.

ADDRESS P.O. BOX 764, DAYTON, OHIO

The Exceptional Writer Please Write

WE are looking for a man who can write copy—exceptional copy. If he can make good rough layouts, so much the better. The chap we have in mind is now in the copy department of some large agency—not the Chief, but the coming chief, where he lands next.

A fine opportunity exists in this Southern agency. The salary will be adequate, but the advancement is more desired by the man who comes to us than the present monthly stipend.

The application should be accompanied by several examples of what the man considers his best work, and his letter will cover every phase that we ought to know, including salary required, before employing a person by correspondence. References, of course, but we shall not communicate with them until authorized.

There is not time for sparring or bickering. State your case fully, frankly, freely—in confidence,

> Address "M," Box 281 Printers' Ink

member of the laurel family, should be called an alligator pear is beyond all understanding. The avocado, as a matter of fact, bears no resemblance to an alligator, or a pair of alligators or whatever an alligator mistakes for a pear." The announcement also says that the misnomer "alligator" pears is ruining the avocado business.

The Schoolmaster suggests to the avocado growers that a paid advertising campaign, explaining why an avocado is not an alligator, would probably help, if it were well done and consistently adhered to. Personally, however, the Schoolmaster has no objection to the term "alligator" as applied to this exalted laurel. What interests him is how a laurel ever came to be called a pear.

Adepts at the use of teaser copy have found that there is something more to a teaser campaign than the mere running of a series of mysterious, unsigned advertisements followed by a large advertisement that reveals the secret been carefully which has 50 guarded. The Schoolmaster was reminded of this quite forcefully when a recent series of teaser advertisements for Super-Shell gasoline, manufactured by the Wayco Oil Corporation, was shown him.

The teaser advertisements were in one, and two-column size and each featured the word, "Super," with the lettering so designed that the word seemed to be rushing through space. Each advertisement featured some well-known in-dividual or object which could justly be called "super." For instance, there was a picture of Babe Ruth with the words, "Babe Ruth is Super. Super is coming." The Twentieth Century Limited, Man o' War, Gertrude Ederle, John L. Sullivan, Commander Byrd, the Leviathan and Paavo Nurmi were some of the individuals and things featured. Each one was pictured with the same technique to suggest speed and to tie in with the lettering of the word, "Super."

The two-column teasers were run in the main news sections of De1927 mily, pear

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A Most Unusual Opportunity for SALES ORGANIZER

There is no feature of modern home making on which the American housewife is so thoroughly sold as the utility of gas for cooking. Picture its cleanliness, uniformity of operation, quickness and general desirability as compared with wood, coal or oil. Then realize this modern convenience has been enjoyed heretofore only by those within reach of the gas mains.

There are actually thousands of homes in every county of every State in the Union which have no gas service. Hundreds of thousands of homes in the city suburbs, even in our densely settled Eastern States, which are not served with gas. This in addition to the six million farm homes of the country.

Now Andes Feragas will serve these homes away from the gas mains. Genuine Andes Gas Ranges, each with its own Andes Feragas supply, no matter where the home may be will bring them the convenience, cleanliness and comfort of city gas. Gas ready for use, ready for the striking of the match.

Within a few miles of every large city the need for Andes Feragas service begins.

We want several high-grade men, each to take charge of a division of territory. Men with sales experience and organizing ability, capable of selecting, educating, working with and directing the staffs of wholesale outlets.

If you have vision and can see this broad sales field—
If you have sales experience and organizing ability of high order—
If you KNOW that you can do such an organizing job—

Then write us in confidence, giving us a summary of your work for the past ten years. These openings afford permanence and increasing earnings. Men who have earned \$10,000.00 or more should be interested. Please reply by letter only.

Andes Range and Furnace Corporation . Geneva, N. Y.

"Makers of fine Ranges and Furnaces for Over 60 Years"

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Free Lance

A LA FEMME

A copywoman who does writing smart as a French bonnet, for apparel, jewelry, perfume and household accounts. Now serving two New York agencies, would add another client

Furma Douglas Street New York

Binders for Printers' Ink

\$1.00 Each. Postpaid
PRINTERS' IXK binders will hold an average of nine copies each. Pigure six binders for a year's copies. Each issue, as received, can be securely fastened in the binder so it like a book with all inside margins fully visible. Made of heavy book board, insuring durability. Covered with book clotic; lettered in gold.
PRINTERS' INK PUBLISHING COMPANY 185 Madison Avenue, New York

Photostats
of any subject
By Photographers
Fast Messenger Service
PACH BROS.
28 West 44th Street, New York, N.Y.





troit newspapers while the smaller advertisements appeared on the sporting pages where there was an obvious tie-up. Real estate sections and automobile sections were also used.

The usual teaser campaign is built around one word and a single character. Here, however, was a campaign built around a number of characters, each one with a common characteristic but, on the other hand, each quite individual in its own right. The Schoolmaster, therefore, was interested in how these advertisements would be tided up with the final announcement.

The announcement occupied fullpage newspaper space and featured Super-Shell gasoline. The copy listed ten points of superiority and carried several paragraphs of selling talk. The background for the copy was a cartoon picture, almost full-page size, showing a street in a small town. The street was full of cars and the people were all talking about the new gasoline.

Now for the tie-up. Beginning at the upper left-hand corner of the advertisement was a string of overlapping advertisements, each one a reproduction in somewhat reduced size of one of the original teaser advertisements. They were so arranged that they seemed to be speeding into the advertisement like a comet, or better, like a rocket which was culminating in a final burst, in this case the announcement copy. The Schoolmaster has seldom seen such an effective tie-up of the teaser campaign with the actual announcement. There could be no question that the announcement was a real culmination of a dynamic teaser campaign.

If ever a product was cursed with a poor generic name, that product is the radio loud speaker. The original devices were undoubtedly exactly what that term describes—loud speakers. But today, even though they have not yet been entirely perfected, they have left the loud-speaking stage far behind. The modern reproducer has some genuine tonal accomplishments to its credit and it does not seem fair to burden it

1927

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t. fullwith the same name used to describe the monstrosities that accompanied the multi-dial, threetube sets of that dim and distant year 1922.

year 1922.

The Schoolmaster has no suggestions to offer. He hasn't even tried to think of a better name. However, if any member of the Class believes they can help the radio industry overcome one of its many problems, he will be glad to post in the Classroom any worth-while suggestions.

Electric Vacuum Cleaner Appoints R. A. Fryer

Roy A. Fryer, formerly manager of the new business division of the Joseph and Feiss Company, Cleveland, has become advertising manager of the Electric Vacuum Cleaner Company, Inc., Cleveland. He succeeds W. J. Daily, who resigned to join the refrigerator division of the General Electric Company at New York.

G. W. Anderson, Manager, "Perfumers Journal"

G. William Anderson, formerly advertising manager and director of Toilet Requisites, New York, has become manager of the Perfumer's Journal, New York. He was at one time secretary and sales manager of Stevens Products, Inc., Brooklyn, N. Y.

H. N. Blair with D. I. Ward Company

Harry N. Blair, formerly with the Dill & Collins Paper Company, Philadell hia, has joined the graphic arts division of the D. L. Ward Company, also of that city.

Grocery Specialty Manufacturers to Meet in October

The American Grocery Specialty Manufacturers' Association will hold its annual convention at the Hotel Traymore, Atlantic City, N. J., on October 18, 19 and 20,

Seattle Services Consolidate

G. O. Scott, J. W. Read and Miss Ruth E. Payne have taken over the Acro Advertising Company, Seattle, Wash, and have merged it with the Metropolitan Advertising Service, also of that city.

Bucyrus Reports Net Earnings

The Bucyrus Company, South Milwaukee. Wis., construction equipment, reports net earnings, after charges and taxes, of \$1,503,966 for 1926. This compares with net earnings of \$1,620,629 in 1925 and \$1,489,459 in 1924.

Warren C. Platt

Publisher National Petroleum, News and Treasurer, A. B. P., says about the book,

"CHECK-LIST CONTRACTS"

"I think you've struck the basic principle for operating agencies which also concerns the basic principle on the relation as well as the compensation between publishers of all kinds and agencies."

In a letter to J. H. Bragdon, Pres. A. B. P.-

"In this whole matter of agency compensation for business paper space, which is now before the Agency Relations Committee, I think that the solution lies along the lines of Ellis' thinking."

\$10.00 postpaid. Folder free LYNN ELLIS, Inc., Desk A-1 One Madison Ave., New York

CREDIT AND SALES EXECUTIVE

An experienced credit executive with accounting knewledge who understands the problem of clos ng the sale through the Credit Department, seeks breader field. Prefers sales connection. Twelve years with present organization in advisory on-pacity. Seemd reason for desiring ohange. Pesition sought will pay commensurate return. Complete information will be given to interested persons. Western or Canadian connection desired, but would consider East.

Address "L." Box 339, Printers' lak.

Just Published! THE CLUB ROSTER

Issued February 18, with the sixteenth annual edition of

CLUB MEMBERS OF NEW YORK 51 East 42nd Street, New York

AN ASSET

for you in your business is available. He possesses qualities that have enabled him to rise to the highest executive office from a routine cierical position in one of the largest Drug Manufacturing and distributing concerns. He has vision, tack and good judgment and can readily adapt him to be a fairt. He is a fair of married. Address "K.," Box 138, P. I.

ne

MASTER the fundamentals of advertising the Eastman way, in half the time, half the study, half the cost.

LEARN BY MAIL. Strong faculty of business men who know the essentials of suc-The next best cess. thing to personal instruction in the Eastman classrooms.

Entirely different from "book - course" methods. Simple. Direct. Moderate cost. WRITE today.

BOX 15

EASTMAN-POUGHKEEPSIE N A National Institution for over Half a Century

WANTE

by a Los Angeles. Advertising Agency:

a man with selling ability and experience, who understands merchandising problems and can outline successful adproblems and can outline successful advertising plans. Copy writing ability is not necessary, but he must be able to talk convincingly. The man we have in mind is a Gentile, married and about 33 years of age, has an aggressive, pleasing personality, is now employed as contact man with some recognized advertising agency east of the Bockies, and is thoroughly soid on Southern California to the control of the c once, giving qualifications, references present salary, and earliest date available. Address "C," Box 132, Printers Ink.

An Idea Source with a Human Touch

HARDING TILTON & COMPANY NEW YORK, Mar. 4, 1927. Editor of PRINTERS' INK: I have been a subscriber to PRINTERS'

I have been a subscriber to Printers!
Ink for some time, and I do not remember when I so thoroughly enjoyed an article as that entitled "In the Days of Sunny Jim," on page 99 of your March 3 issue. It certainly carried one back to the pioneer days of advertising
It is just such articles that make Printers' Ink something more than a mere source of new ideas to sales maners average residents and advertising measurements.

agers, presidents and advertising men. It makes it a human paper.
I thought you would like to know how

enjoyed this article, and that is why write you.

TILTON & COMPANY, HARDING. RAYMOND H. STORM, McCampbell Department.

Post Office Advises Check on New Mail Matter

signing contracts Before printing of new mail matter, it is advisable to submit a sample of it approval to the local Post Office, cording to a recent bulletin issued by the New York Post Office. Inconve-nience, unnecessary expense and delay in executing an advertising program may thus be avoided. An attempt to be original, to attract attention or some other reason may cause the creation of an envelope, tag, label, etc., which might be unmailable and which an early checking would correct.

Appoints John M. Branham Company

The Springfield, Mo., Daily News has appointed the John M. Branham Company, publishers' representative, to act as its national advertising representative. Until its purchase on January 1 by Joel H. Bixby and Edson K. Bixby publishers of the Muslogee, Okla, Phoenis and Times-Democrat, the News was known as the Springfield Republican.

Elgin "Courier-News" Appoints R. E. Fedou

R. Eaton Fedou has been appointed advertising manager of the Elgin, III., Courier-Nows, succeeding C. Raymond Long, who resigned to become advertising manager of the Danville, III., Press. Mr. Fedou has been director of national advertising for the Courier-Nows for the less were News for the last year.

"GIBBONS knows CANADA"

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Classified Advertisements

Rate, 65c a line for each insertion. Minimum order, \$3.25 First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Printers' and Bookbinders' Equipment machinery, type, supplies, Kelly presses—cut-cost material. Send for revised preused machine sheet. Conner Fendler Branch, A.T.F. Co., New York City.

ARTIST

wishes to sell several original blackand-white advertising illustrations. Very attractive and distinctive. A. Broun Studio, 50 Union Square, New York.

PUBLICATIONS—Catalogs and Commercial Printing wanted by a modern equipped plant in New Jersey, 45 minutes from New York. Daily shipments to New York. Satisfaction Guaranteed. Jersey Printing Co., 10 W. 23rd St., Bayonne, N. J.

Wanted. Man or organization to sell 3 popular priced items of strong appeal to manufacturers, retailers, newspapers, etc., who use premiums. Exclusive contract and good commission. AIRUBBER Corporation, Kingsbury and Superior Streets, Chicago, Illinois.

HELP WANTED

Salesmanager for radio wholesale house in Philadelphia. Man with experience in field work preferred. Give full outline of experience in letter. Address Box 536, Printers' Ink.

Young Man, about 20, for estimating and assistant in sales department of window display finishing plant. Growing organization—good opportunity. Write fully. Box 529, Printers' Ink.

UNUSUAL OPENING

with a leading newspaper representative for solicitor in Chicago territory. Write outlining experience, remuneration expected. Replies confidential. Box 535, P. I.

ARTIST - VISUALIZER - FREE LANCE

who will devote "part time" in return for office space with prominent New York Printer doing creative direct-by-mail literature. One who can illustrate copy and make snappy dummies. Chance for "live wire" to become art director and visualizer on a profitable basis. Box 525, Printers' Ink.

ADVERTISING SALESMAN

who can serve as St. Louis representative for national weekly publication catering to Amusement Field. Must also be able to obtain and write up news of St. Louis theatre and show news. Work on drawing account and commission basis. State experience fully. Box 508, Printers' Ink.

OPPORTUNITY—Sincere, real, energetic salesman to become partner high-class art service. Commission basis at first. No investment required. State age, past experience and references. All transactions strictly confidential. Box 541, P. I.

Subscription Salesman—An old-established trade publication in the building industry wishes an experienced subscription salesman to call on high-class clientele. Unimpeachable references required; salary, traveling; write full particulars. Box \$24 Printers' Ink.

Established automobile manufacturer wants experienced technical writer to handle service publications: instruction books, shop bulletins, service house-organ, etc. Must have had both writing and service experience. State age, experience, efferences and salary expected. Box 505, P.I.

The Kemper-Thomas Company, Manufacturers of the Barker Patented Weather-proof sign, desires the services of an experienced sign salesman in St. Louis and vicenity. Splendid opportunity and immediate work for the man who can qualify. Apply giving reference at once to BARKER SIGN DEPARTMENT, KEMPER-THOMAS COMPANY, STATION "H" CINCINNATI, OHIO.

WANTED

A man with a good knowledge of photoengraving in color and black and white, and ability in salesmanship. This man should be able not only to make worth while contacts but to handle them ably. The position represents a permanent connection with a large organization of national reputation. Write giving full particulars. Box 526, Printers' Ink.

We Need a Combination Copy Writer and Layout Man

Prefer young man between twenty-five and thirty. How many years you have been in advertising will not be the deciding factor—it is how much you know and can do that counts with us. The job pays \$50 a week, but you must be able to earn every cent of it. This agency is two years old and fully recognized. Now carrying advertising in leading national publications. The right man can find a splendid opportunity with us. You must be able to originate your own ideas, write them to completion, visualize your illustrative treatment and make the typographic layout. You must have a good working knowledge of engraving and printing. We will want you to go to work at once. Write everything you know about yourself. Send us good references and authenticated samples of your work. Dudley Davis, Inc., Advertising Agency, Memphis, Tenn.

CIRCULATION MANAGER WANTED Practical man of experience to take charge of circulation building effort for successful group of industrial journals. Mu be able to devise and carry out effective mail selling campaign on subscriptions. Give age, experience, etc. Box 509, P. I.

Office Manager, by one of the largest manufacturers in Newark, N. J., of white gold wedding ring blanks, sheet and wire, selling to manufacturing jewelry and jobbing trade. A high type young man of good education and training with pronounced ability to efficiently handle the correspondence and sales promotion work, Excellent opportunity for advancement. State experience fully. David Belais, Inc., 105 Chestnut St., Newark, N. J.

Exceptional Opening For An Experienced **Printing Salesman**

There is one printing salesman in New York that we want. He is industrious There is one print. He is muse. York that we want. He has a clientele and conscientious. He has a clientele that believes in him and wants to do that believes in him wherever he goes. He has built up his business through constructive selling and servicing his accounts. While he is doing a nice volume of business now, he wants that volume to grow and that means having an organization in back of him that is big enough and aggressive enough to give him the assistance that he requires.

Perhaps you are that man. If you are, we have a lot to offer you. We are specialists in Direct by Mail Advertising and exceptional color work. A well staffed art department, visualizers and copy men will be at your service at all times. Our plant has the very latest modern equipment and while large enough to adequately take care of a large volume of business, it is not too large to lose the personal supervision of each job that the quality of our work

Our customers include many of the best known corporations in the country and our prices are in the "middle ground" that gives our salesmen all the opportunity in the world to land the order. Your remuneration will be straight salary. Address Box 537, P. I.

MISCELLANEOUS

Quotable Paragraphs

Good editorial paragraphers are scarce. A writer, nationally quoted, will supply you with editorial paragraphs at so much per. He doesn't want a job, but a little extra work—and money. Now is the accepted time, now is the day to get busy. Box 528, Printers' Ink.

FRANKNESS

is the outstanding characteristic of my prospectus. It isn't one of these "amaz-ing" books—unless frankness in literature of this type is rare enough to be amazing. I don't assure men and women that the advertising, selling and businesswriting world is an easy one to con-quer—that any mere clerk can easily treble his salary by giving it a little at-tention. I don't picture a great company prominent employers eagerly lining up to offer princely salaries to those who go through my Coaching Service.

No, my prospectus was written on the assumption that there are a reasonance number of men and women who are too intelligent to be misled by a certain type of claim and assurance. I believe such assumption that there are a reasonable

intelligent to be misled by a certain type of claim and assurance. I believe such men and women want facts presented in fair and earnest fashion.

My Coaching Service calls for twenty months of consistent study of the combined subjects of Advertising, Selling and Business Writing. I furnish a reference library of textbooks used by representative colleges and universities. We interpretations—lectures, bulletins and My interpretations-lectures, bulletins and My interpretations—lectures, bulletins and general reviews—are on the loose-leaf basis. All correspondence with subscribers is strictly personal. I could use many strong testimonials from the hadreds that I have helped to succeed, but I have conservative views about this kind of advertising. The subscriber's relationship with me is a private matter. My aim is to give the subscriber the most essential things that I have learned in twenty-five years devoted to advertising, sales-planning, business writing and

sales-planning, business writing and agency man's current practice. I reflect an active advertising is along the broad lines that 1927, 1928 and the years thereafter will require.

won't accept you as a subscriber unless I believe you have the background and the energy to win. Do I interest you?

Box 615, Easton, Pa.

POSITIONS WANTED

Advertising Assistant and Secretary Young woman, college graduate, 4 years thorough advertising experience including billing, space, contracts, production. bookkeeping, etc. Box 520, P. I.

Artist: Part Time or Free Lance Many years experience in Chicago and New York doing art work and lettering for nationally known products; also booklet designing reflecting the modern note Box 504, Printers' Ink.

New York Agencies:

Successful merchandise and newspaper magazine salesman desires inside agency magazine salesman desires inside agency connection. He is convinced that with more production background be could be valuable in a short time as substitute account man. Willing to start at very low figure to work out this plan with desirable organization. Box 518, P. I.

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Advertising Salesman-30 years of age. experience in newspaper and agency fields, well educated, good appearance, splendid record. Proposition must have real possibilities. Box 517, P. I.

IDEA AND COPY MAN understands layouts and production. 5 years diversified advertising experience. Is 24; college-trained; and married. Box 519, Printers' Ink.

Commercial Printer, executive ability, high-grade typographer, knows easentials to produce quality work, taking com-plete charge of small or medium size plant. Box 533, Printers' Ink.

FREE-LANCE COPY WRITER
Let me write and plan your circulars,
sales letters, inquiry follow-ups, etc. I
specialize in Direct-Mail selling. Box
521, Printers' Ink.

Advertising firm with opening for the possessor of the following: practical experience in stenography, bookkeeping, high school and college education, ability to write, communicate with Box 538, P. I.

Newspaper Advertising Solicitor

Agencies, now employed, available April 1st. Box 522, Printers' Ink.

ARTIST

2 years' agency experience, layouts, lettering and black and white drawing. Would prefer position as assistant to an art director or visualizer. Box 516, P. I.

ADVERTISING MANAGER

38, desires bigger opportunities. Has produced noteworthy results. Fifteen years' experience in agency and technical field. Married. Christian. Box 534, P. I.

Copy - Plans

Part or full time; 10 years' experience, 4A agencies and national advertisers. Box 511, Printers' Ink.

ARTIST

Evening Work wanted by artist: Color roughs, lettering, design and figures, N. Y. City only. Box 514, P. I.

Advertising Manager

Part or full time; 10 years' experience, large, small accounts. Agency training. Box 510, Printers' Ink.

Magazine representative available for high-class publication. Selling New York and Philadelphia at present. Will take exclusive contract, but proposition must be able to yield \$6,000 yearly commission or salary. Yankee, age 31. mission or salary.) Box 539, Printers' Ink.

AM I THE MAN YOU ARE LOOKING FOR?

As Assistant Sales Manager, Branch Manager or Salesman.

Twenty years' experience calling on the retail and wholesale Grocery, Drug and Food Products trade.

Familiar with advertising and its value. 38 years of age, ready to go any-where. Salary or commission. Box 513, Printers' Ink.

Advertising Cub young man, Christian University graduate. Specialized in A & M. Experienced, 5 yrs. gen. bus. 2 yrs. production, layout, copy. Employed. Secks bigger opportunity. Box 530 P. 1 rs. production, layout, copy. Employed. seeks bigger opportunity. Box 530, P. I.

225

COPY-LAYOUT MAN

Trade, newspaper experience. With reportorial and stenographic training. Age 29. Married. Full or part time to start. Box 506, Printers' Ink.

ADVERTISING ASSISTANT

Young man, 26, agency experience, copy, production, contacts, typist, stenographer; wants to grow with N. Y. agency or advertiser. Moderate salary. Box 507, P. I.

ARTIST

Experienced artist desires new connection. Illustration, poster and lettering in all mediums. Box 540, Printers' Ink.

All mediums. Box 540, Printers' Ink. Young man, 22, university student, 2 years' Magazine Advertising Dept. experience, make-up, dummy, handling copy, etc. Stenographer. Desires position with advertising agency or publisher. Box 531, Printers' Ink. handling

RESEARCH—Young Man, 30, ten years' cost, statistical and technical experience in steel and public utility work, desires position in Research Department of Agency, either New York or Philadelphia. Box 523, Printers' Ink.

Permanent position is New York wanted by man who can originate creative ideas in copy, layout, and typography. Has held advertising manager-ship with leading companies. Employed now with printing house but is open to immediate connection. College graduate, 28, single. Moderate salary. Box 527, P. 1.

AVAILABLE IMMEDIATELY

Advertising man with eight years' ex-perience newspaper, magazine and directmail. Knows promotion manufacturer, retailer viewpoint. Writes result-getting makes attractive layouts and is competent production man. College grad-uate. Box 532, Printers' Ink.

Copy Writer and Sales Promotion Man Two years with an advertising agency, three years in large manufacturer's sales promotion department. Unusual copy writing ability. Complete practical knowledge of sales promotion methods and re-tail merchandising. Has written a great tail merchandising. Has written a great many trade paper publicity articles. Age 23, single. Wants a job with agency or manufacturer anywhere where future de-pends on himself. Salary—whatever he seems to be worth. Excellent record and references. Box 515, Printers' Ink.

SALES PROMOTION-EDITORIAL-ADVERTISING

Excellent experience; special training; technical knowledge layout, cuts, etc.; university graduate. Editorial experience booklets, house organs, trade papers, cor-respondence. Financial, investment and some wholesale industrial advertising exsome wholesale industrial advertising ex-perience. Reliable; does not change posi-tions frequently; knows enough not to know it all. Not cheap. Free-lance in-come at present rate of \$6,100 a year. Want opportunity—sales promotion or editorial. Part time or special work pre-ferred. Box 512, Printers' Ink.

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Make It Striking

Lighted pictures of the right kind will drive your point home. Expert service will present every suggestion in a striking form.

For this purpose, we offer the services of a highly skilled staff, thoroughly trained by ten years of experience in preparing special picture material for sales promotion and educational work.

Every picture we have ever produced has helped accomplish the buyer's purpose.

Jam Handy Picture Service

Newspapers' Film Corp'n

217 West Illinois Street, Chicago

Still and Motion Pictures-Animated Drawings-Screens-Slides

New York, 51 East 42nd Street—Dayton, 887 Reibold Bldg.— Los Angeles, 1986 South Vermont Ave.—Regional Sales and Service at Principal Points Throughout the United States

SUPREME in Chicago

Again in 1926, The Chicago Tribune led all other Chicago newspapers in advertising lineage. Lineage records for the four leading newspapers are:

The Tribune led in all three groups: national, local and want advertising. The Tribune carried 32.3% of all display advertising appearing in Chicago newspapers. In want advertising, The Tribune carried more than the next three newspapers combined. The Tribune carried 97% more national advertising lineage than the next Chicago newspaper.

Chicago Tribune